



College AND UNIVERSITY Business

SEPTEMBER 1950: Social Security's Here ★ Legal Pitfalls That
Beset Purchasing Agents ★ B & G Organization ★ Budgetary Accounting
for Small College ★ Precosting Menus ★ Design of Complete Plant



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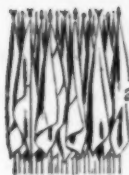
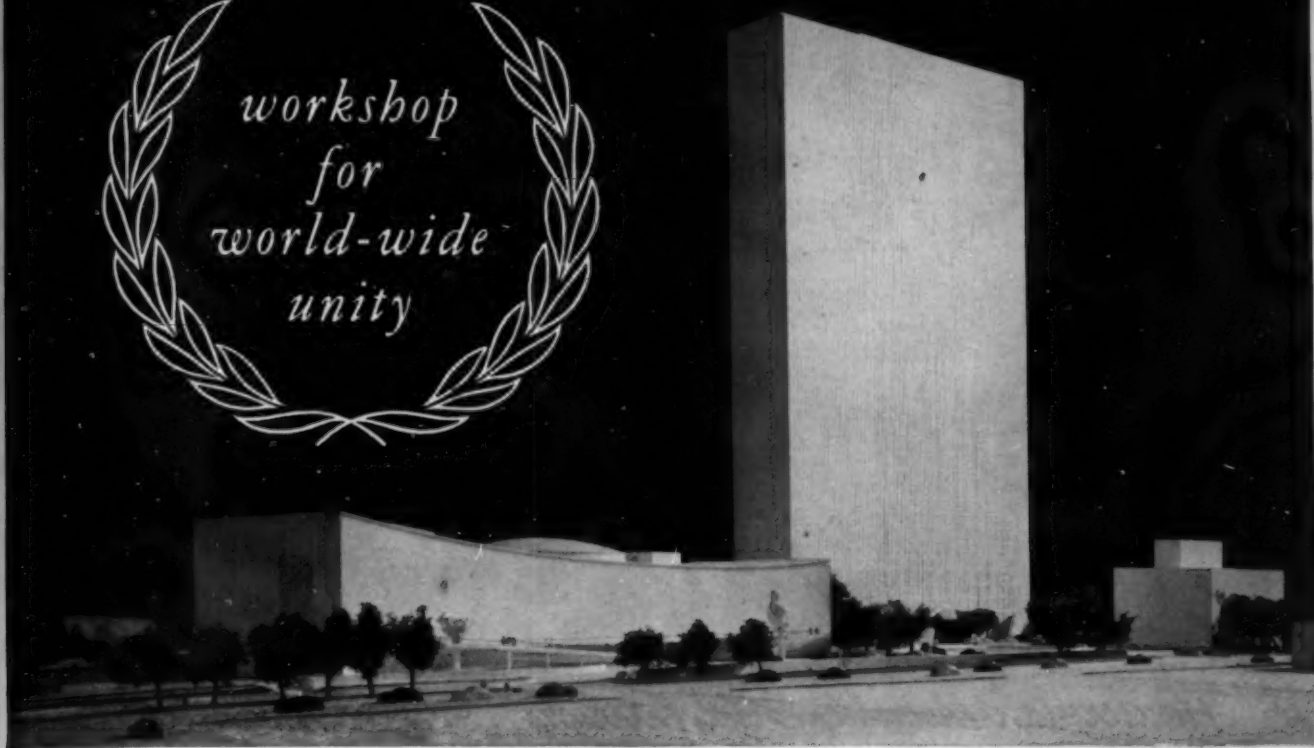


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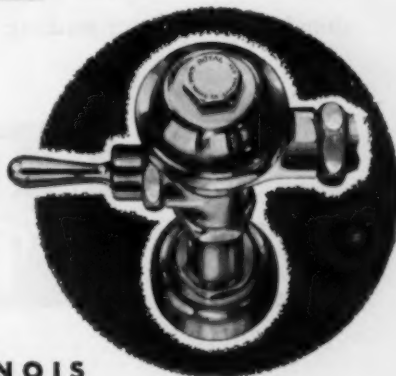
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GEORGE E. VAN DYKE, specialist for college business management, the Office of Education, Federal Security Agency, describes on page 19 the procedures to be followed in setting up records for social security purposes as the result of President Truman's signature on the amended social security bill on August 28. Study of college finances has been a long-time interest of Mr. Van Dyke. In 1935 he became the first director of the Financial Advisory Service of the American Council on Education. Prior to that he had served as technical secretary of the National Committee on Standard Reports of Institutions of Higher Education. Prior to entering government service in 1949, he had been treasurer of Syracuse University, which followed a previous term as secretary-treasurer of Case Institute of Technology.



P. B. Blanshard Jr.

PAUL B. BLANSHARD JR., director of public relations at the George School in Bucks County, Pennsylvania, describes on page 37 the technics employed in making a public relations survey of the school's alumni. Most of his career has been in journalistic fields, with the exception of 45 months with the coast guard during World War II. His two hobbies are writing and tennis. He is the father of two children and "right now is going through Mr. Blanding's experience in building a 'dream house' near the George School campus."



G. W. Ince

GEORGE W. INCE, formerly director of publicity and public relations at Alfred University, describes on page 40 the efforts being made by various colleges and universities in establishing house organs or employe newspapers. He was a reporter on the *Providence Journal and Evening Bulletin* for three years prior to serving with the army air force for 47 months during World War II. He joined the Alfred University staff in 1947 and resigned in May of this year to accept a position with the Caterpillar Tractor Company.



C. A. Roberts

CECIL A. ROBERTS, superintendent of buildings and grounds at Harvard University, is of the opinion that good organization of a department is paramount; on page 44 he describes the way his department of buildings and grounds operates. He has been a member of the Harvard staff for 25 years and superintendent of buildings and grounds for the last seven years. His principal hobbies are indulging his taste for travel to historic places and finding a quiet corner where he can read a mystery story. A family man, he enjoys spending time with his wife and two teen-age children. . . . JACK MARTIN, director of the school of hotel and restaurant management at the University of Denver, describes on page 48 the technics to be followed in predicting food costs. A schoolteacher for five years, he then went into the hotel management field and was assistant manager of a Milwaukee hotel. Later, he became a United Service Organization director in Chicago, and then manager of the Teller House at Central City, Colo.

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Questions and Answers

Telephone Facilities

Question: Have there been any recent surveys showing the proper amount of telephone service and facilities that should be provided in college residence halls?—M.F.S., S.D.

ANSWER: I know of no recent survey specifically on telephone service and telephone facilities in college residence halls. At a meeting last December of representatives from 11 large Midwest universities, the telephone systems at each of the schools were discussed. In halls that had one telephone for each 15 students or fewer, the directors reported satisfactory systems; in halls that had one telephone for each 20 to 30 students, half of the directors reported satisfactory systems and half unsatisfactory; in halls that had 40 to 75 students per telephone, conditions generally were termed unsatisfactory. The number of trunk lines per student and the type of switchboard were important considerations.

Several fairly recent installations with automatic dial systems and party-line arrangements were reported as satisfactory, both as to service and as to costs. Such systems represent a compromise between the costly but highly satisfactory telephone-per-room system and the cheapest but most unsatisfactory system of 40 to 50 students assigned to one corridor telephone.—LEE BURNS, *director of residence halls, University of Wisconsin.*

Maintenance Work Quotas

Question: Has there been any satisfactory norm established to determine how many square feet of building space can be properly taken care of by maintenance personnel?—B.H.L., Mass.

ANSWER: No accepted norm for custodial maintenance costs has been set up, to my knowledge. Many attempts have been made, but the variables are too great. Factors to be taken into consideration are scope of work, frequency of operation, standard or quality, type of floor, tools and materials, training, sex, race, part-time work, full-time work, student or regular employees. Small wonder, therefore, that costs may vary from 6 cents

to 36 cents per square foot per year, and areas cleaned may vary from 25,000 to 5000 square feet. Comments have appeared in past issues of *COLLEGE AND UNIVERSITY BUSINESS* by A. F. Gallistel of Wisconsin, Fred G. Rounds of Washington, J. F. Wight of Oberlin, and many others.—E. E. KINNEY, *superintendent of buildings and utilities, Michigan State College.*

Blowers for Clean-Up Job

Question: After basketball games we are faced with the problem of cleaning up a basketball pavilion or field house and have discovered that paper bags and peanut shells clog up our vacuum sweepers. How do other colleges lick this problem without excessive labor costs?—R.C., Ill.

ANSWER: At the State College of Washington we have removable bleachers placed on our gymnasium floor to supplement the fixed seating in our permanent bleachers. We have the problem of papers, apple cores, and peanut shells, and we also have a limited budget for services.

Our experience shows that best results are obtained by using portable blowers to blow the refuse from around the feet of the bleachers out into the nearest open areas where it can be collected by means of wide (4 foot) push brooms. By handling in this manner, much hand work, and the clogging of vacuum equipment, is eliminated.—F. G. ROUNDS, *superintendent of buildings and grounds, State College of Washington.*

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE AND UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

Errors in Planning Unions

Question: What are the planning errors most often made in designing new college union buildings?—T.W.P., Vt.

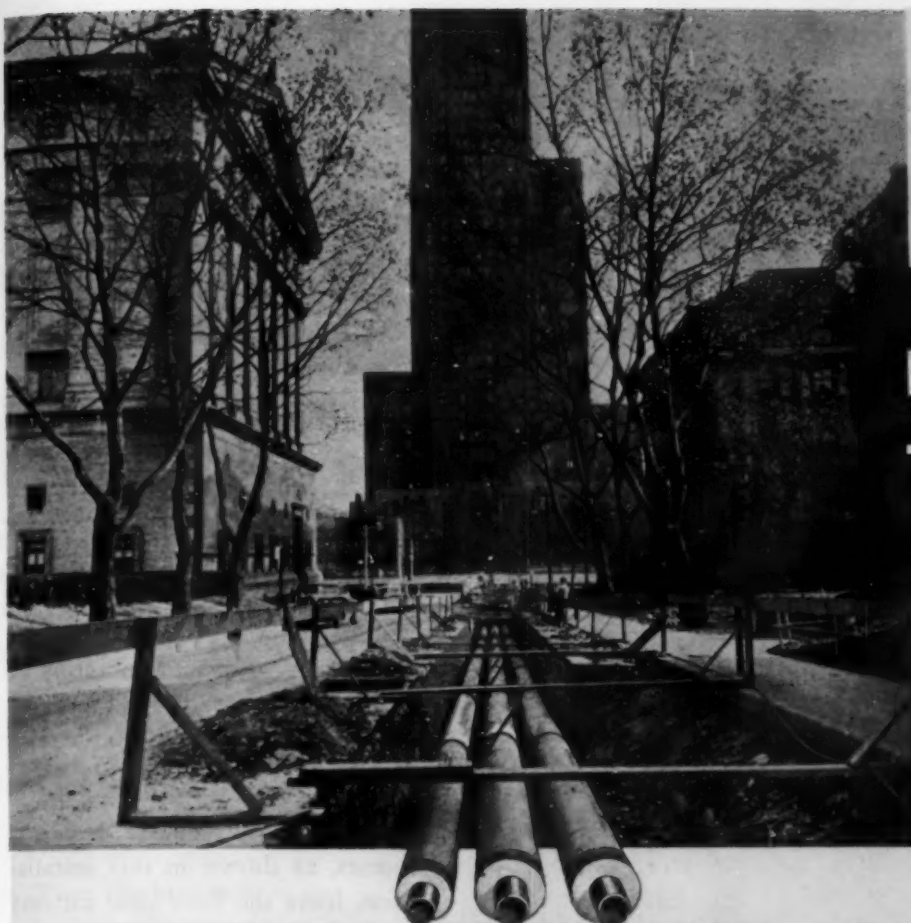
ANSWER: A few years ago when some 25 unions reported the planning errors in their buildings, the summary of the errors and suggestions filled 75 typed pages, single spaced, which indicates the problem of answering in a brief statement the foregoing question.

From the survey just mentioned and from other reports given at meetings of the Association of College Unions, it has been apparent that the cumulative errors in union planning to date have cost hundreds of thousands of dollars, ranging from \$10,000 to \$50,000 in first-year corrections for a single building to the abandonment of the entire building within 10 or 12 years and starting over again.

How to avoid costly errors has been one of the prime matters of discussion in the union association in recent years. Some useful planning principles, and an indication of typical planning shortcomings, are given in a "Manual on Planning and Financing Unions," the annual convention *Proceedings*, and the quarterly *Bulletin*, all published by the association, the national headquarters for which is at Willard Straight Hall, Cornell University, Ithaca, N.Y.

The problem of planning a union properly, however, even with planning generalizations at hand, is complicated by the fact that what is an error for one may well be right for another. Hence, the association some years ago established an architectural and planning consulting service designed to make professional aid available in drawing upon the experience of existing unions and applying it to specific needs and problems of a given institution. The service has been used by some 30 institutions in recent years.

Information regarding the consulting service may be obtained by writing to Edgar Whiting, secretary-treasurer, Association of College Unions, Willard Straight Hall, Cornell University, Ithaca, N.Y.—PORTER BUTTS, *director, Wisconsin union.*



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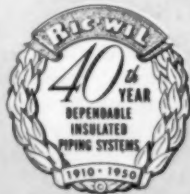
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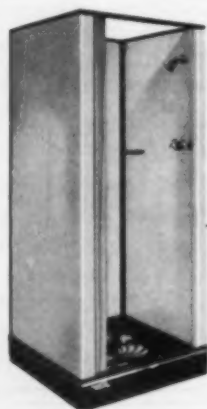
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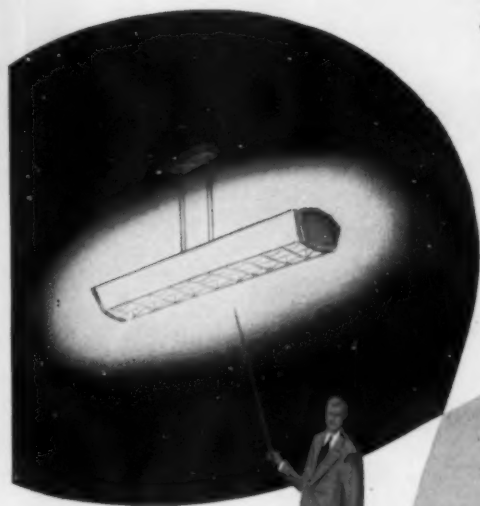
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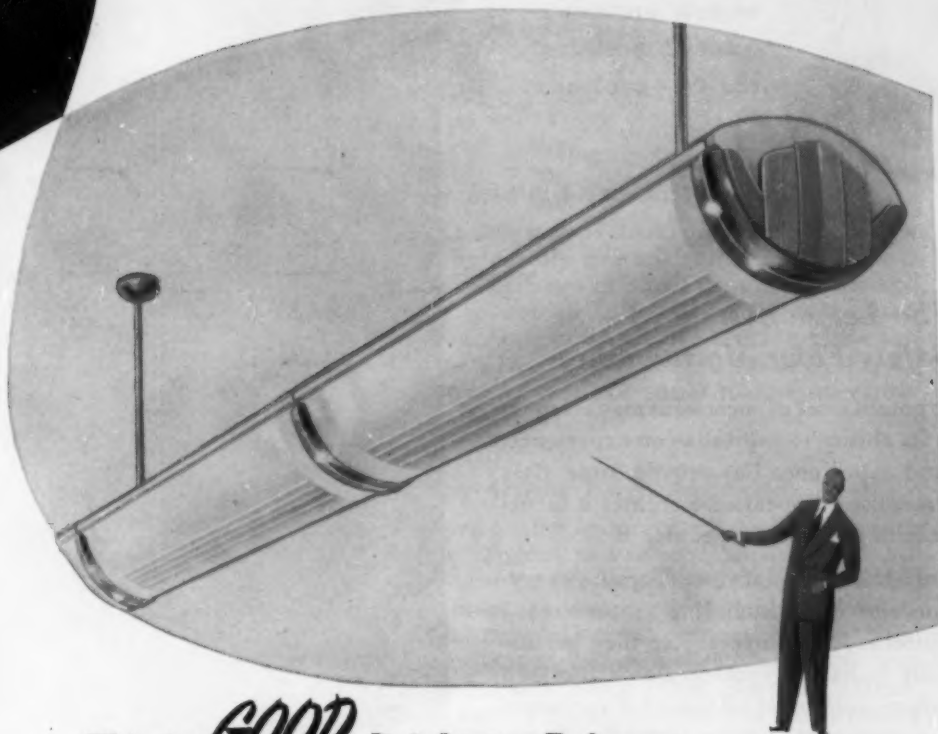
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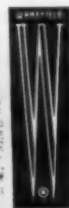


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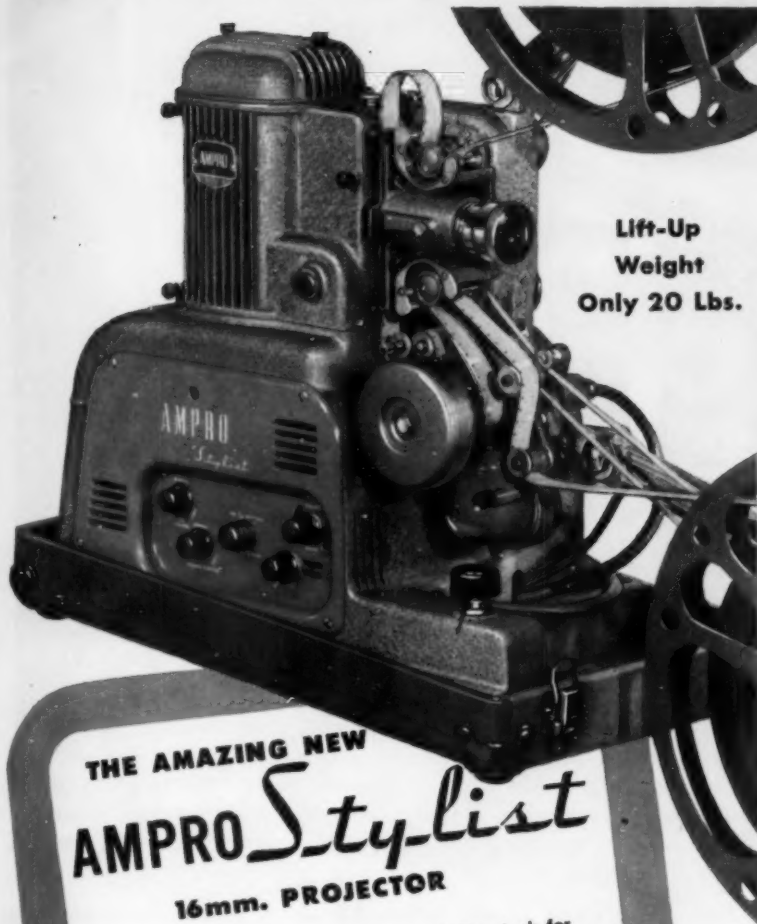
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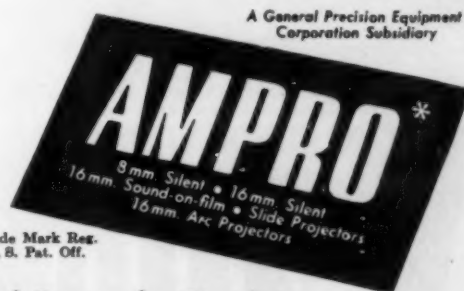


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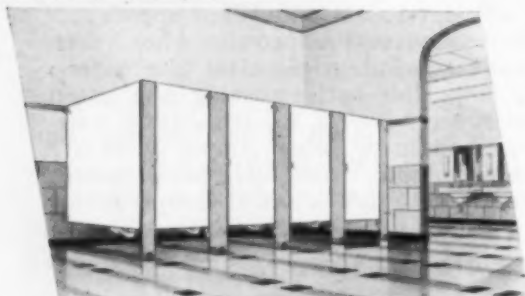
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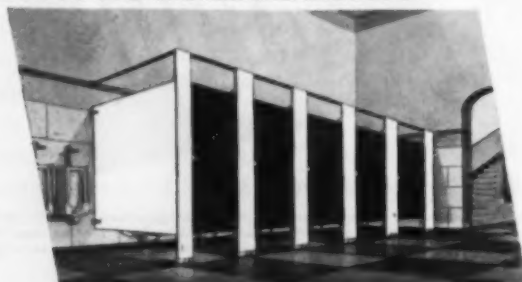
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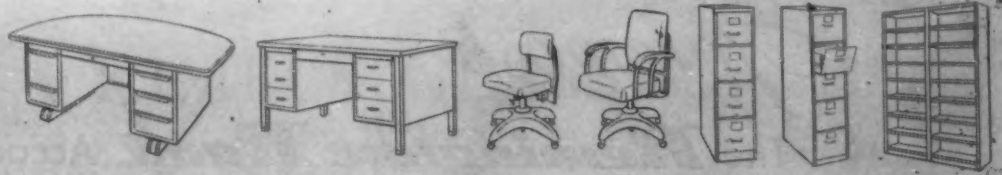


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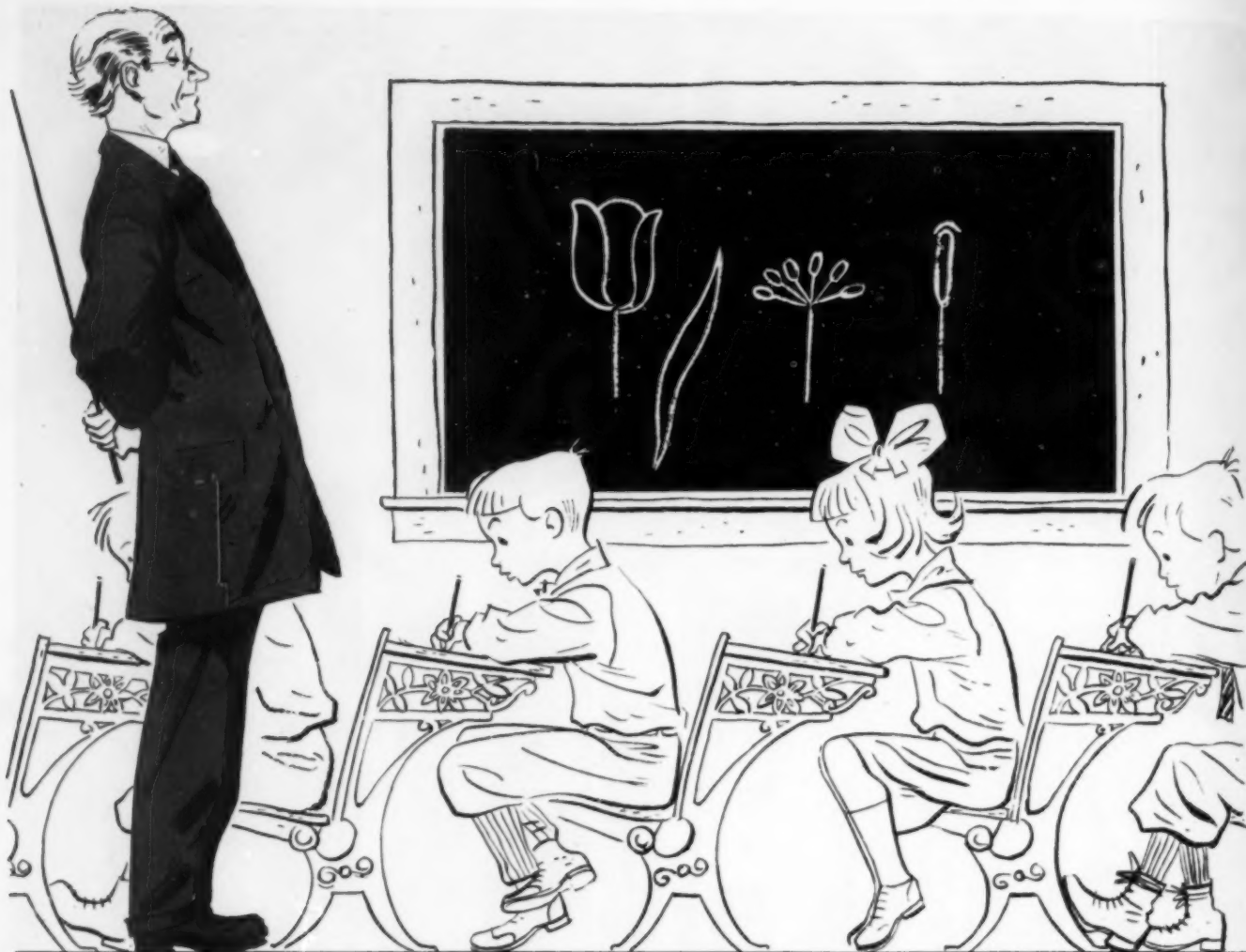
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COLLEGE and UNIVERSITY BUSINESS



KNOW YOUR RESOURCES

GEORGE E. VAN DYKE

Specialist for College Business Management
U.S. Office of Education

HOW MANY INSTITUTIONS TODAY HAVE COMPLETE inventories of their resources that could be used, if faced with requests from state, regional, denominational, or national groups, for cooperative effort with other institutions to achieve a definite purpose?

Business officers have talked much about the value of inventories of property and equipment, and some institutions maintain excellent inventory records, while others still question the value of spending much time or money to record detailed information of this sort.

Perhaps at this time we should enlarge our idea of *inventories* and include in our thinking inventories of all *resources*. Many institutions already have launched programs for determining and recording the resources at their disposal that could be used in case of necessity. Some cities and states are beginning to plan such surveys. What is the responsibility of college administrative officers in this work?

Certainly one of the first items of information that should be readily available is that of physical plant facilities. What is the extent of present facilities? What is their extent in the various functions they serve? What, specifically, is the square foot area of building and ground space available for instructional purposes, both classroom and laboratory, for housing and feeding activities, for health services, and for physical education and recreational purposes? How many students are now being served by these facilities and how many might be served? What new facilities are under construction, and how many more students will they accommodate?

What is the extent of utilization of these facilities as expressed in terms of square feet per student in classroom, laboratory, housing and feeding activities, number of laboratory stations in various science courses, and number of students that adequately could be served in reading rooms of libraries, if they were to be used for study halls? What is the distribution of classroom facilities between large, lecture hall areas and smaller, recitation type of facilities? Approximately how many students can be served on a large scale basis for general operations, such as

physical examinations? How many infirmary beds could be made available under epidemic conditions? What facilities in the community could be called upon to help meet such emergencies?

The business officer should supplement the inventory of resources with accurate information on expenditures and costs of operation. This information might be expressed as costs per student for such functions as instruction (including library operations), feeding and housing students; as costs per building, or even costs per square or per cubic foot for repairs and maintenance, heating, lighting and janitorial services, or as percentages of total operations, for such functions as general administration. The experience of educational institutions during World War II emphasizes the value of such information, and complete and accurate inventories of resources and financial information should do much to help in bringing about mutually satisfactory contractual relations and procedures between educational institutions and governmental agencies.

The complete inventory of resources of an institution should include information on staff personnel as well as physical plant facilities. What staff members could be made available in each of the various instructional areas that might be of special interest in an emergency situation? What staff members, as well as space and equipment, could be made available for scientific research, not only for governmental agencies but also for industrial activities?

Staff members may be drawn off to other activities. What resources are available in the community, perhaps among the wives of faculty members and graduate students, to replace them? What resources in facilities and personnel are available for setting up a plan of recruitment, and what programs of teacher training can be initiated if the need arises?

The progress of world events at the present time seems to some to be following the pattern of a decade ago. If this is the case, we should be ready to answer such questions as: What are the resources of our institutions? How best can our colleges and universities serve in case of necessity?

Looking Forward

Quit Shovin', Uncle!

IN WORLD WAR II, HIGHER EDUCATION WAS SLOW IN getting under way as a part of the war effort. With the exception of the medical colleges, which early in the war told the armed forces what the medical schools were prepared to do, most colleges waited for instructions as to how they could integrate themselves in the war program. Consequently, for the remainder of the war period college administrators complained about the way they were shoved around by federal agencies.

To avoid duplication of this experience, college administrators ought to take the initiative in advising the U.S. Office of Education what their institutions are best prepared to do in the present unsettled international situation. It would be helpful for administrators to establish a resource check list of their own institutions. A review of such a check list would quickly indicate in which areas the institution is best equipped to serve.

Such a check list should reveal the extent of residence hall capacity (including the number of square feet of space), food service facilities, and other matters relative to physical facilities. An analysis of faculty competence should be made to determine those faculty members who are trained for fields and courses which at present they are not teaching. Teaching ability in Asiatic languages would be important at this time and well might constitute an institution's sole contribution to the present situation. As an example in another area, it might be feasible for more institutions to offer nursing education programs to meet the shortage in that field.

No attempt is made here to review all the possibilities for war service. Suffice it to say that if higher education takes the initiative in suggesting what it is best equipped to do, it may minimize considerably the frictions that develop from bureaucratic directives. As the football coach would say: "The best defense is a good offense"—which suggests that if higher education maps its program quickly it stands less chance of being shoved around.

Business Manager Internships

THE UNIVERSITY OF OMAHA HAS SUBMITTED A PROPOSAL to college business managers that merits discussion.

Noting the lack of professional training for college business managers, this university has suggested that internships be established for the development of potential college administrators. The proposal would provide a two-year internship with the position of college business manager as the objective. Each man, according to

the Omaha plan, would spend his first year in three-month on-the-job service periods in each of the following departments: (1) cafeteria and food services; (2) buildings and grounds maintenance; (3) university bookstore; (4) cashier's office. The second year would be spent in the purchasing and accounting departments and in service as an apprentice to the business officer. During the two years opportunity would be available for graduate study leading to a master's degree.

The intern would receive a starting salary of \$150 from the university, with an increase up to \$200 per month. It is admitted that these are modest salaries on today's inflated salary scale and that they should be considered in the nature of fellowships. A total of six fellowships could be maintained at the same time. The University of Omaha now has on-the-job training for college business management, which has received the approval of the Veterans Administration.

Prospects of increasing the professionalization of college business management appear more favorable in light of the Omaha proposal. College business managers would be aiding their field if they suggested to promising college seniors that they consider an internship in college business management as a step toward an interesting career.

Whose Budget Is It?

AS A NEW ACADEMIC YEAR GETS UNDER WAY, QUESTIONS will develop regarding departmental expenditures that will necessitate the business manager's participation. Probably at no point is there more friction in college administration than between a business manager and a department head who desires to expend funds not in the budget.

As the officer charged with the matter of budget control, the business manager frequently discovers he's "in the middle" in attempting to hold a check rein on spirited department heads. The danger in this situation is that the business manager begins to consider the budget which he is charged with enforcing to be "his budget." Actually, the budget is the president's budget that has been established as the fiscal plan for the educational program. The business manager handles the mechanics of budget control but should not attempt to influence the actual educational program as provided by the budget. In their zeal for budget control, some business managers have been guilty of stepping over into the matter of determining educational programs, which is not their function.

SOCIAL SECURITY goes to college

**How to proceed if you want your employees covered by
the newly amended federal social security program**

GEORGE E. VAN DYKE

Specialist for College Business Management
U.S. Office of Education

AFTER 15 YEARS OF OPERATION IN business and industry generally, the provisions of the Federal Old-Age and Survivors Insurance system, popularly known as social security, are now available to the employees of educational institutions.

The report of the committee of conference to adjust the differences between the provisions of H.R. 6000 and the Senate version has been passed by both bodies of the Congress and signed August 28 by President Truman. It is Public Law 734 of the 81st Congress, entitled "Social Security Act Amendments of 1950." Copies of the law can be obtained from the Government Printing Office. Explanations of the new legislation and rules and regulations for its administration may be obtained from local social security offices and local offices of the collector of internal revenue.

ENTIRELY VOLUNTARY

Participation of nonprofit colleges and universities in the federal social security program is entirely voluntary. No organization is compelled to participate; if it wishes to have its employees covered, the only requirements are the payment of the specified employer contributions on pay rolls and the submission of wage reports. If an organization does not wish to make these payments, its employees are excluded from the federal social security program.

This article does not deal with the arguments for or against participation

in the program; it merely describes the provisions of the newly enacted legislation and the requirements for those organizations that wish to have their employees covered by the program.

Publicly Controlled Institutions. The new legislation makes possible the extension of federal social security to the employees of state and local governments (which would include employees of state and municipal colleges and universities) by means of written agreements between officials of those governments and the social security administrator. Employees covered under state or city retirement plans now in operation would be excluded.

Some states may have to pass enabling legislation before their officials can negotiate an agreement with the Social Security Administration. When such legislation exists the proper government official, presumably the governor or someone designated by him, would request and negotiate an agreement to cover such employees of the state as competent authority may decide. The boards of trustees and administrative officers of tax supported institutions should, of course, make their wishes in the matter known to the governor or his representatives.

Agreements between the state governments and the social security administrator may be terminated in whole or for any group designated by the state on giving at least two years' advance notice in writing. The agreement will be terminated, but only if it has been in effect not less than five

years prior to submitting the notice. Thus, the minimum period of coverage under the federal social security program would be seven years.

The agreement may be terminated, upon notice, by the administrator under only one condition, the failure or inability of the state government to comply with the provisions of the agreement or of the new legislation.

Private Colleges and Universities. Coverage under the federal program can be extended to the employees of nonprofit institutions through the filing of certificates (as prescribed by regulations of the social security administrator) stating that the institutions agree to the payment of the employers' contributions, and that at least two-thirds of their employees concur in the filing of the certificate. If an institution does not desire to pay the employer's contribution, the program cannot be extended to its employees.

FIRST STEPS

Decision on participation in the federal program would be a matter of policy to be considered by the president of the college, the business officer, and perhaps other administrative officers. Final action, then, should be taken by the board of trustees. If the college decides to pay its contribution and wishes to have the federal program extended to its workers, a referendum among the employees would be held. If less than two-thirds were in favor of participation, none of them would be covered; if two-thirds or more were

in favor of coverage, their signatures, addresses and social security account numbers (if any) must be submitted with the certificate to the social security administrator. The employees signing the certificate, but not those who did not sign, would then be covered. The legislation provides for filing supplementary lists of signatures of present employees desiring social security coverage after the plan has been put into effect.

All new employees of a college would be covered on a compulsory basis after the program was in operation. If an employee who had not concurred at the installation of the plan was to leave the employment of a college and return after the federal social security plan was in operation, he would be covered on a compulsory basis.

CAN'T WITHDRAW FOR 10 YEARS

The present legislation permits a college to terminate the certificate so that it may withdraw from the plan if it wishes to do so by giving two years' advance notice in writing. No certificate will be terminated at the request of the college until it has been in effect for a period of not less than eight years at the time of filing the notice. In other words, if a college requests coverage under federal social security, it will be included in the plan for at least 10 years.

Once a college has been covered and has withdrawn, it cannot again request the extension of federal social security benefits to its employees.

Certificates can be terminated by the administrator only if an organization has failed, or is no longer able, to comply with the provisions of the Social Security Act Amendments of 1950.

Effective Date. Jan. 1, 1951, is the effective date for the new legislation in educational institutions, provided certificates have been filed or agreements with state officials have been negotiated before Dec. 31, 1950. The states may make compacts retroactive for as much as two years back to Jan. 1, 1951.

Retirement Age. Age 65 is specified in the legislation as the age of retirement. This does not mean that an employee is compelled to stop working then; he may continue in the employment of the college and both the college and the employee would continue to make the usual contributions on his salary. Age 65 is the earliest age at which monthly benefit payments would be made to a retired employee.

Benefits. Since most of the employees of colleges and universities will come under the provisions of federal social security for the first time, they probably will want to know something of the benefits they can expect from the new plan. The Social Security Act Amendments of 1950 have greatly increased the benefits to those covered by this insurance; minimum monthly payments have been increased from \$10 to \$20, and maximum family payments from \$85 to \$150; and methods for computing benefits for veterans of World War II, as well as those for workers now coming under the plan, have been liberalized.

A number of factors are involved in computing the benefits. Basically, however, the primary insurance of an individual will be 50 per cent of the first \$100 of his average monthly wage, plus 15 per cent of the remainder of the average monthly wage, up to \$300 a month. The average monthly wage is computed by dividing the total monthly wages, up to \$3600 a year paid after Jan. 1, 1951, by the total number of months elapsing from that date to retirement.

If the retiring employee is married at the time of retirement, 50 per cent of the primary insurance benefit is added when the wife reaches 65, and if a child under 18 years of age is being supported in the family, another 50 per cent is added to the monthly insurance coverage, and the wife is eligible to receive her benefit regardless of her age. The maximum monthly payment, however, will be \$150, or 80 per cent of the average monthly wage, whichever is lower.

DEATH BENEFITS

The present legislation also provides, upon the death of an insured employee, a lump sum payment to the survivor which is equal to three times the monthly insurance coverage. If a fully insured employee dies leaving only a spouse, no further payments are made until the spouse reaches age 65, at which time benefit payments are made. If the spouse is left with the support of a child under 18 years of age, the monthly benefit payment, in addition to the lump sum death payment, will be equal to 150 per cent of the monthly insurance benefits computed as of the date of death. Additional payments would be included for the support of more than one child. After the child reaches age 18 the spouse would receive no monthly pay-

ments until age 65. The table on page 21 illustrates, roughly, the amount of monthly benefits a college employee might expect to receive.

The amounts shown there would be slightly less for faculty members paid on a ten or a nine months' basis and who are not employed during the summer months, since there are two or three months during the year in which the faculty member would receive no monthly wages to add to the dividend in the formula given. Summer employment, however, would offset this disadvantage.

Because of different situations that apply at the time of retirement, or at death of an insured employee, it is suggested that the college business officer acquaint himself with the literature, rules, regulations and schedules published by the Social Security Administration and have these at hand for reference at the time a case comes up for settlement. It is difficult here, as in the case of any retirement and insurance plan, to give exact figures now as to benefits and payments for a person who will retire 5, 10, 15 or more years hence. The tabulated figures, however, give a rough approximation of the benefits the employees of colleges and universities may expect under the new program.

Earnings After Retirement. The new legislation has raised the limit of earnings after retirement from \$15 to \$50 a month. A retired employee could earn, either as an employee or through self-employment, \$50 a month and still receive full old-age and survivors benefit payments from the federal plan.

Length of Service in Covered Employment. Another question the college business officer should be prepared to answer is the required length of time for employment before old-age benefit payments can be received. On many campuses there may be employees approaching the age of 65 or the age of retirement according to college regulations. Under present legislation any employee 62 years of age or over on Jan. 1, 1951, will receive full social security benefits if he has been employed and covered for six calendar quarters, that is, a year and a half. Employees under 62 years must have been covered for at least one quarter for each two quarters elapsing after 1950 up to but not including the quarter in which retirement age is reached or in which death occurs. In no case could an employee be fully insured with

less than six quarters of covered employment, and the maximum requirement for coverage will be 40 quarters. The latter limit would apply to employees 45 years of age or under on Jan. 1, 1951.

If a college employee has worked for some other employer in a covered field of work and has already made contributions to federal social security, those quarters of employment in covered work will count toward the minimum requirements for full insurance benefits. A quarter of coverage is considered to be any calendar quarter in which an employee is paid \$50 or more.

Details of Operations. The following discussions are based on the assumption that the college has filed the necessary certificate and signature lists or that the state has negotiated an agreement with the social security administrator, during the quarter Oct. 1, 1950, through Dec. 31, 1950, and that the federal social security program will become effective on Jan. 1, 1951. Although the new legislation will increase the work of the pay-roll department of college business offices, the added tasks are closely related to those now being performed for income tax withholding purposes.

GETTING EMPLOYEE SIGNATURES

The first step to be taken by the business officer of a private college or university will be to put the machinery into operation for getting the signatures, addresses and social security account numbers (if any) of all those in his institution who wish to be covered by federal social security legislation. It is expected that the forms and other regulations covering the certificate will be determined promptly, and the college business officer should contact his local social security office for details in regard to the preparation and filing of the certificate and signature lists. Business officers in state and municipal colleges are not required to file lists of signatures.

Next, Form SS-4 should be filed with the local social security office. This is a request for an identification number to be used by the college in all reports on social security deductions and payments. Since colleges generally have such numbers in connection with income tax withholding payments and reports, it is likely that the same number will be used.

Form SS-4 must be filed with the social security office, however, and if the Department of Internal Revenue

APPROXIMATE MONTHLY BENEFITS

(Insured Having Five Years or More of Coverage)

Average Monthly Wage	Single Person	Man and Wife*	Survivors of Insured Worker			
			Widow* Alone	Widow* and 1 Child	1 Child Alone	2 Children Alone
\$100	\$50	\$ 75	\$38	\$ 75	\$38	\$ 62
150	58	86	43	86	43	72
200	65	98	49	98	49	81
250	73	109	54	109	54	91
300	80	120	60	120	60	100

*Wife or Widow age 65 or over.

issues a second identification number as a result of filing this form the college should notify that office so that one number can be canceled. It is extremely important that a college have only *one* identification number with the collector of internal revenue.

Employee Account Number. The next step is to see that each employee of the college signing the certificate request has a social security account number and card. The account number is important to the college since it must be shown on several reports to the Social Security Administration and to the collector of internal revenue.

Perhaps some college employees already have cards and account numbers from previous employment in covered fields. If so, the account number should be reported to the pay-roll department; these employees should *not* be permitted to apply for new numbers and cards. Here, again, duplication of numbers should be avoided, since they cause considerable confusion in the work of the Social Security Administration, and may mean that employees' accounts will not be credited with proper amounts.

Those employees who do *not* have social security account numbers and cards should apply for them by completing Form SS-5. Incidentally, it would be wise for colleges to request a liberal supply of this form from the local social security office; a large number will be needed immediately in getting the program under way; the form, also, will be used in connection with the engagement of new employees who do not have social security account numbers and cards. Form SS-5 should be on hand at all times in the personnel or pay-roll department, together with the income tax withholding exemption certificate Form W-4, for ready use by new employees.

It probably would be a good plan for the college personnel or pay-roll

department to aid employees in completing Form SS-5, and for that department to file the forms with Social Security Administration. In this way it can be determined that every employee not now having the required account number and card has completed the proper form, and at the same time the account numbers for all those who already have them can be recorded in the pay-roll and personnel records.

MAKE DEDUCTIONS REGULARLY

After the college and employees have been properly identified by numbers, the next step is to make the appropriate deductions from gross salaries and wages on every pay period after Jan. 1, 1951.

Definition of Wages. In the present discussion the terms "wage" and "wages" refer to all payments for personal services, whether called wages or salaries. With a few exceptions, the definition of wages for income tax purposes applies to social security legislation. One important exception, however, should be noted. The value of living quarters and meals furnished employees for the convenience of the employer *is* to be included in gross wages for social security deductions, whereas it is not included in computations for income tax withholding purposes. This distinction, likely, will mean some additional work and record keeping in the pay-roll department, especially as social security operations are getting under way for the first time.

Some wages are subject to income tax withholdings but are not subject to social security deductions:

1. Payments in excess of \$3600 during a calendar year.

2. Payments for service performed in the employ of a school, college or university if such service is performed by a student who is enrolled and is

CALENDAR OF DUTIES FOR BUSINESS OFFICER

1. *Immediately.* If the college desires the benefits of federal social security, take steps to file the required certificate and obtain the signatures, addresses and social security account numbers (if any) of all employees who wish to be covered. File the certificate and the signature lists with the local office of the Social Security Administration.

2. *Immediately.* File Form SS-4 with the local social security office. Obtain an identification number, if you do not now have one, from the office of the collector of internal revenue. Report more than one number, if you have them, and get instructions from the internal revenue office on the official number to be used.

3. *Immediately.* Complete your payroll (or personnel) records by showing the social security account number for each employee. Have all employees *who do not now have such numbers* complete Form SS-5 and leave with your office. See that they are completed properly and file with the local office of the Social Security Administration.

4. *When employing new personnel.* Have the withholding exemption certificate (Form W-4) and the social security account number application (Form SS-5) completed and delivered to your payroll department. File the SS-5's with the local Social Security Administration office, and record social

security account numbers in your payroll records as soon as they have been assigned to employees.

5. *On each pay period.* Make appropriate income tax withholdings and social security deductions on each payment of salaries and wages, observing the rule concerning the \$3600 per year maximum for social security deductions.

6. *By the 15th of each month.* Except in January, April, July and October, deposit the income tax withholdings, the social security deductions, and the payment by the college for the previous month in a federal reserve bank or other authorized bank and obtain a receipt (Form 450).

7. *On or before last day of January, April, July and October.* File the quarterly report (Form 941) with the collector of internal revenue and pay the total amount due for the quarter for both income tax and social security purposes. The latter amount includes both the deductions and the payment by the college. Include the validated depository receipts (Form 450) as well as a check for the amount due for the third month in the quarter.

8. *On or before January 31.* Prepare and deliver the W-2 forms to each employee. File Form W-3, Reconciliation of Quarterly Returns, together with Collector's Copy (Form W-2a) for all withholding statements.

regularly attending classes at such school, college or university.

3. Domestic service performed in a local college club or local chapter of a college fraternity or sorority by a student who is enrolled and is regularly attending classes at a school, college or university.

4. Service performed as a student nurse in the employ of a hospital or a nurses' training school by an individual who is enrolled and is regularly attending classes in a nurses' training school chartered or approved pursuant to state law.

5. Service performed as an intern in the employ of a hospital by an individual who has completed a four-year course in a medical school chartered or approved by state law.

6. Service performed in any calendar quarter in the employ of any organ-

ization exempt from income tax under section 101, if the remuneration for such service is less than \$50.

7. Pensions and retirement payments to former employees. This does not mean annuities; it means payments that are taxable as income of employees on their personal income tax returns.

8. Dismissal or severance payments that the employer is not legally required to make.

OBTAIN HELP WITH PROBLEMS

A few other exceptions are of rather unusual application, but the foregoing items seem to be those most likely to come up in a college or university. Complete and detailed discussion of what is, and what is not, gross income for withholding purposes and gross wages for social security purposes can be obtained from the local office of

the collector of internal revenue, and any troublesome questions or problems should be cleared with that office.

Deductions. Present legislation provides the following rates of deductions from employees' wages, and rates of payments by employers:

Calendar Years	Rates
1950-1953	1½%
1954-1959	2%
1960-1964	2½%
1965-1969	3%
1970 and thereafter	3¼%

These rates may be changed by future legislation, as they have in the past, but beginning with the first pay period after Jan. 1, 1951, deductions of 1½ per cent for social security purposes are to be made on all payments of salaries and wages to employees covered by the new legislation. Deductions at this rate are to be continued each pay period during the calendar year until \$3600 has been paid the employee.

SOME SPECIFIC EXAMPLES

Because of this rule, certain details and routines will have to be worked out in the payroll department of the business office. For example, assume a professor's salary of \$4000 a year paid in 10 equal installments of \$400 from September 1950 through June 1951. In January 1951 \$6 would be deducted (1½ per cent of \$400), and the same amount would be deducted in each of the months of February through June. In September, October and November 1951 (assuming no change in salary) deductions of \$6 a month again would be made. There would be no deduction during the month of December.

In another example, assume a salary of \$5000 a year paid in 12 equal monthly installments. The total social security deduction for the calendar year would be \$54, made up of eight deductions (January through August 1951) of \$6.25 (1½ per cent of \$416.67) and one deduction in September of \$4. There would be no deductions in October, November and December.

Another interesting detail occurs when changes in salaries and wages take effect at the beginning of the academic year, which does not coincide with the calendar year. For example, assume a salary of \$4000 for the academic year September 1950 through June 1951, payable in 10 equal installments, and an increase in salary to \$5000 for the academic year Septem-

ber 1951 through June 1952. The social security deductions in 1951 would be as follows:

January through June, 1½ per cent of \$400, or \$6 a month	\$36
July and August, no salary payments	
September and October, 1½ per cent of \$500, or \$7.50 a month	15
November, balance of required social security deduction	3
Total deductions for social security, 1½ per cent of \$3600	\$54

There would be no deduction in December, but in January 1952 the pay-roll records would have to be revised to set up deductions for 1952.

Unfortunately, the job of revising pay-roll records and details necessary for social security deductions will come at times when the pay-roll department will be extremely busy with duties in connection with the withholding tax.

There seem to be two periods when the work of the pay-roll department will be heavy: in January of each year, in setting up deductions for all employees who had no deductions in the previous month because of the \$3600 a year maximum rule, and in September, or at the beginning of the academic year, when new rates of salary very generally become effective and when new employees are being added to the salary and pay-roll lists. In the months following September, considerable work will have to be done in determining amounts of final deductions for the year and in cutting off deductions because of the \$3600 a year maximum rule.

Payments. By the fifteenth of each month, except in April, July, October and January, the income tax withholdings, the social security deductions, and the contribution or payment of the college are to be paid to a federal reserve bank or other authorized bank. Receipts (Form 450) are received from the bank, and these are to be sent to the internal revenue office with the quarterly report mentioned later. This monthly payment is now generally followed by colleges in connection with income tax withholdings and should not cause much concern, except, perhaps, in providing the cash to make the payment.

Reports. Quarterly reports are to be made to the local collector of internal

revenue on Form 941, which is used, also, in making the quarterly report on income tax withholdings. It will be necessary to show on this form the social security account number, name and the total amount of salary paid each employee during the quarter covered by the report. The depository receipts (Form 450) showing the monthly payments to the bank are to be sent with the quarterly report, together with the payment for the third month in the quarter.

Since Form 941 provides space for reporting only 14 employees, continuation sheets (Form 941a) have been developed for reporting larger numbers of employees. It will be possible, also, for colleges to develop forms that may be used in connection with mechanical equipment used in pay-roll procedures. Approval of such forms must be had from the internal revenue office, but there should be no difficulty about this, since the problem has already been worked out satisfactorily in business and industry.

MUST LIST ALL EMPLOYEES

Two points should be kept in mind. In the quarter in which the maximum of \$3600 was paid an employee, only the amount of salary necessary to bring total salary for the year up to \$3600, and the proper deduction, would be reported; not the total salary paid in the quarter. The numbers and names of all employees must be shown on the quarterly report, even though no deductions were made. No salaries would be shown for these employees, but their names and numbers must be listed, together with reasons why no deductions were made.

Excess Deductions. Situations may arise in which larger amounts are deducted from a worker's salary during a year than are required. For example, if a worker changes employment during the year, the second employer is compelled to make deductions on the first \$3600 paid by him regardless of the amount deducted by the first employer. Also, a worker may be employed on a part-time basis by more than one employer, each employer being compelled to make deductions on the first \$3600 paid by him.

In any cases of excess deductions, employees will be able to recover the amount of overpayment by applying for a refund from the collector of internal revenue on Form 843 and Form SS-9a. These forms must be filed within two years after the end of

the calendar year in which salaries were paid, but they cannot be filed before the end of the year in which the salaries were paid.

It would seem that the most logical time for requesting refunds would be at the time of filing income tax returns, just as is done now if withholdings for income tax purposes are in excess of the amount of income tax to be paid.

Changes in Name. Accuracy in names and social security account numbers is extremely important in maintaining the records of Social Security Administration and in making proper credits to each account. If an employee changes her name, as in the case of marriage or divorce, Form oAAN-7003 is to be used in notifying Social Security Administration.

Sources of Help. When the income tax withholdings became effective in colleges and universities several years ago, a sizable load of detail work was thrust upon the business offices of these institutions. Colleges were forced to organize and staff adequate pay-roll or personnel departments to handle the additional volume of work in record keeping and reports. In many institutions the increased work could be handled only through the installation of mechanical equipment for pay-roll activities. Those institutions that have established good pay-roll departments and systems should have little difficulty in absorbing the additional work involved in the new legislation.

The local offices of Social Security Administration and of the collector of internal revenue will be of great help in the application of rules and regulations and in preparing reports. Circular E, "Employer's Tax Handbook," obtainable from the internal revenue office, will be of especial help. It is likely that a new circular will be prepared soon to cover the latest revisions in social security legislation.

If mechanical equipment is used in the pay-roll department, ready help and advice on the mechanics of deductions and the preparation of some of the reports and forms usually can be obtained from the system supervisor or other representative of the company furnishing the equipment. The Controllers Institute of America has done much in developing simplified systems for handling social security deductions as well as income tax work. Finally, the auditing firm that performs the annual audit should prove helpful in installing a satisfactory system.

SAVINGS

through biennial issue of the college catalog

VERNON LOUGHRAN

Bulletin Editor
University of Colorado

IF MOUNTING COSTS OF UNIVERSITY or college publications have complicated your budgeting problems, why not consider changing from annual to biennial issues of your academic catalogs?

Confronted with greatly increased publications costs, the public relations department of the University of Colorado decided to contact other schools to learn what they were doing to hold down expenses of editing, printing and distributing their bulletins. Fifty-six colleges and universities, most of them with medium sized or large enrollments, were queried; replies, with valuable suggestions, were received from 41.

Biennial issues were by far the most formidable of the numerous suggested economies. Estimates of savings from publication every other year ranged from 25 to 50 per cent. The economy to be expected probably lies somewhere between these two figures.

When considering biennial issues, this question immediately arises: Will publication every other year handicap the academic program or jeopardize tuition revenues?

FIVE ADOPT BIENNIAL ISSUES

Of the 41 respondent schools, five state universities of varying size—Arizona, Minnesota, Nebraska, Texas and Wisconsin—reported adoption of biennial issues. None of these shows any disposition to return to the annual plan, though a yearly issue of the general information bulletin is favored. Minnesota also finds it necessary to print its College of Science, Literature and Arts Bulletin each year. Arizona puts out a supplementary announcement in the years its catalog is not issued.

Commented C. Zaner Leshner, registrar and director of admissions at the University of Arizona:

"Our announcement for 1949-50, 1950-51 is the fifth issue of our biennial catalog. . . . We save appreciably in printing charges, and the biennial

announcement discourages numerous unnecessary changes in course offerings. The provision is made, however, to print necessary changes; a statement of these is published in a supplement during the summer of the first year of the biennium. The supplement runs more than four pages in length.

"Everyone seems satisfied with the present arrangement, and I am surprised that more institutions have not adopted the biennial plan."

Alden W. White, secretary of the faculty at the University of Wisconsin, had this to say:

" . . . I am quite sure our savings run as much as one-third. As I recall, we adopted the biennial plan about 1939; . . . the bulletins have served quite well even in the second year of the biennium.

"However, there is no denying the fact that a completely up-to-date bulletin is more satisfactory than one somewhat obsolete. In actual practice, we have usually issued our general information bulletin annually, depending upon our inventory of bulletins. With regard to all other bulletins, we have no idea of going back to annual publication."

Writing and editing expenses obviously will be reduced with biennial issues. If you issue supplemental announcements in off years, your paper costs may run a bit higher, however, though this consideration is minor in view of composition, make-ready and press savings in printing.

ECONOMIES ARE SEVERAL

Other possible economies in printing, distributing and editing academic announcements are summarized briefly here.

Sixteen of the 41 schools responding have adopted the practice of holding type from year to year to save the cost of resetting portions of bulletins remaining nearly the same from issue to issue. A study at the University of

Colorado showed that nearly 50 per cent of the text of two major bulletins had few if any changes from year to year. However, even if the printer is careful with his make-ready and press work, 50,000 impressions are the maximum to expect from each line of type. Some printing firms say 25,000 is the maximum. The solution, of course, is selection of good printers who will see eye to eye with you in economy.

Five schools have conserved printing funds by using some type from their general catalog in smaller bulletins, and two others by the reverse plan. Instead of compiling and editing a general catalog—a monumental task at a school of any size—four universities stated that they bind individual school bulletins together to comprise their general catalog.

SOME LIMIT DISTRIBUTION

Nine institutions reported that they limit distribution of the large general catalog to students, using general information and individual school bulletins instead. Six other schools of varying size, however, said that for various reasons they did not consider this plan feasible.

Other possible economies mentioned included use of paper of a lighter weight, with both paper and postage savings; one major printing contract instead of several smaller ones; use of all cover space for pictures or other material, and elimination of all extraneous editorial material from academic announcements to students, parents and high school counselors.

Eighteen schools, two giving qualified assent, expressed the belief that the general catalog carries too much information. Eleven voiced the opposite belief, with five of these qualifying their answers.

A barrier in eliminating material from academic announcements is the widely held belief that the general catalog and other bulletins should be, at least in part, publications for administrative reference. Some schools in-

clude a voluminous array of information in the belief that a bulky catalog gives a school added prestige.

To illustrate the space savings possible in some instances, the University of Colorado reduced its general bulletin (not its general catalog) from 130 pages to 76. Among the items eliminated were graduation lists, awards, portions of personnel lists, and lengthy explanations of extension facilities. Other portions were condensed. In our school and college bulletins an effort now is being made to reduce the

content of lengthy course descriptions. Perhaps a point of view worth considering is that editorial content of bulletins for prospective students be limited only to minimum essentials (some arguments as to what are "minimum" are to be expected) and that some administrative regulations and other material students should know be distributed to them in other publications when they report for registration. Because only part of those to whom bulletins are mailed enroll, paper and postage would be saved and

the bulletin would be less confusing in many instances.

Growing competition for students and necessity of added economy probably will bring about a more realistic attitude toward academic announcements in the not distant future. The acid test would seem to be whether prospective students, parents and high school counselors can quickly find the answers they want, written in an effective style, without becoming lost in a maze of academic dicta and a dubious array of administrative technicalities.

Legal pitfalls that beset the **PURCHASING AGENT**

Part I

IT HAS BEEN CORRECTLY SAID THAT the pathway to the place of eternal torment is paved with good intentions. No statement could be truer if applied to the legal troubles we can get into in conducting the procurement functions for our institutions. Rarely do any of these troubles result from evil intentions but they quite often result from ignorance, negligence or slipshod business practices.

The law protects neither the individual officer nor his principal against these shortcomings. It therefore behooves both the agent and his principal to protect themselves by so familiarizing themselves with their obligations, one to the other and to third parties, that reasonable competence in the conduct of business may be assured. Such knowledge also will point out the necessity for seeking legal advice when an unusual situation comes up, one beyond the scope of knowledge ordinarily expected of a good businessman.

The legal responsibilities of a purchasing officer, or of anyone handling the procurement function, may be classified into two broad divisions: (1) those responsibilities to his employer defined by his authority to negotiate contracts for the benefit of the institution (law of agency), and (2) those responsibilities in conducting the business of buying in such a way that workable, valid, enforceable contracts result with numerous vendors

From a paper presented at the Southern Association of College and University Business Officers, 1950.

CHARLES W. HAYES

Director of Purchases, Emory University
Emory University, Ga.

for diversified categories of goods and services (law of contracts).

Of the two legal divisions the law of contracts is much older, existing in one form or another since man first began buying, selling and trading goods. The law of agency has grown up and been segregated from the law of contracts largely within the last century because of the growth of the corporate form of enterprise under which all or most of the business must be conducted by agents.

FORMERLY BUSINESS AGENTS

The earliest title commonly used to designate the chief financial officer of a college was business agent. Purchasing agents, as such, in both the industrial and educational fields, have entered the picture largely within the last 50 years.

We shall discuss briefly the two broad divisions of the law affecting the purchasing officer. Having neither the time nor the knowledge to treat these legal problems exhaustively, we shall merely try to point out those legal principles that are generally held to be sound. State legislatures have by statutory enactment passed legislation that causes differences in the law between the states. We must become familiar with the code in our own jurisdiction and whenever in doubt seek legal counsel.

We shall discuss only briefly here the law of agency. Ethics governing good business conduct, as well as ordinary business experience, protect us from violating the principles embodied in this field of the law, except in the most unusual circumstances or in an occasional instance of stupidity or dishonesty.

By definition, agency is the relationship that arises when one party authorizes another to create, to modify, or to terminate contractual relationships between the former and third parties. The one granting the authority is known as the principal, while the one who is given the power is called the agent. For an agent to act, three parties are necessary: the principal, the agent, and a third party with whom contracts may be formed. Agency in its broader sense implies any master-servant or employer-employee relationship. It covers any situation wherein any person is doing business on behalf of a principal. We shall seek to limit this discussion, however, to those functions common to college and university business with particular emphasis on the procurement function. A university procurement officer is a general agent who has been granted power to perform a series of acts, and his employment is of a continuous nature. This situation is distinct, of course, from that of a special agent, such as an architect who may serve the principal on a limited basis for a single transaction.

The usual procedure followed in the creation of an agency is for the prin-

principal expressly to confer certain authority upon the agent. The agreement may be explicit, setting forth in detail the rights and duties of the respective parties, or it may consist of general terms. The agent himself should take the responsibility to seek a fairly clear definition of the scope of his activities particularly defining those areas in which he has no jurisdiction and focusing definitely his responsibility and authority in those areas set up for him to handle.

In a university situation this might mean that a purchasing officer might control the policies and procedures of procurement except for negotiations affecting real estate, major construction contracts, or possibly placement of insurance coverage. His relationships with his immediate superior should be clearly defined as well as the relative weight to be given faculty recommendations in opposition to his judgment or varying weights given to such recommendations as they might affect different classes of commodities—for instance, highly technical laboratory apparatus as compared with office furniture. It might be mentioned, parenthetically, that even in the case of such technical equipment he should insist on choosing the vendor and conducting the purchase negotiations in their entirety.

Such considerations are elementary and should be expected to be clearly defined at the inception of the relationship. There are instances, however, of men working in university procurement who do only what they are told to do and have no clear conception of either the limits or the extent of their authority and responsibility.

Often this is the result of lack of confidence in the agent by the superior or merely lack of planning. I cannot emphasize too strongly the necessity of clarifying this situation both for the benefit of the chief business officer and his purchasing officer but also for the results that can be accomplished with the faculty and staff and particularly with outside vendors.

It must be remembered also that responsibility without authority is meaningless. Caution should be exercised and much thought given before the superior should ever reverse or set aside negotiations handled by his purchasing officer.

Let us consider briefly some of the other liabilities and obligations inherent in the agency relationship.

The authority of a general agent is broad. Even when limitations are placed upon this authority it is often difficult for a third party to know the limits of an agent's authority, even though the duty rests upon him to ascertain its nature and extent. An agency by estoppel may arise from a course of action on the part of the agent, which is constantly ratified by the principal, or it may result from the agent's holding himself out as such without any dissent on the part of the principal and under conditions where the principal owed a duty to speak. If an institution constantly pays for items purchased by faculty members, the vendor is perfectly justified in thinking that the faculty member is authorized to purchase. A principal may not ratify an act in part and reject it in part. He cannot accept the benefits and refuse to assume the obligations.

Secret limitations imposed upon the powers of an agent do not bind third parties unless their attention has been drawn to them. Notice acquired by an agent while acting within the scope of his authority binds the principal; the agent is the principal's other self and what one knows, the other knows.

An agent who is given special authority to buy is limited to the quantity and quality of goods set forth by the principal. Such limitations imposed on a general purchasing agent would amount, really, to secret limitations and would not be effective against innocent third parties.

To sum up this phase of the discussion, in the case of an institution the principal is to all practical intents bound by the acts of its purchasing officer. Much difficulty would be encountered in refusing to ratify his negotiations by payment. It is incumbent upon the institution to choose a competent individual and upon the agent to understand his legal position.

DUTIES AND LIABILITIES

1. The agent has an implied duty to be loyal to his principal. He, therefore, should undertake no action that would be in conflict with the interests of his principal; neither can he buy his own property or that in which he has an interest. Such transactions always may be rescinded by the principal.

2. Any confidential information acquired while in the service of the principal shall not be used by the agent to advance his interests in opposition to those of the principal.

3. All profits made by an agent while violating his duty may be recovered by the principal. Such profits would include rebates, bonuses and commissions received by an agent in dealing with a third party, even if the contracts were favorable to the principal. This duty, however, refers only to the time spent on the principal's business. Any money made after hours, not in opposition to the interest of the principal, remains the property of the agent.

4. The agent has the duty to obey all instructions issued by his principal as long as they refer to duties covered by the contract of employment. Burdens not required by the contract cannot be imposed by the employer; neither may an instruction be disregarded merely because it departs from the usual procedure and seems fanciful and impractical to the agent.

He may disregard, of course, an instruction to do an illegal or immoral act, or an act that would impair the security or position of the agent.

5. All agents are expected to exercise that degree of skill and diligence ordinarily expected of those who perform like work. An agent who agrees to perform a particular task implies that he has the skill and training required. He does not agree not to make mistakes nor is he liable for failure to use the highest degree of care possible so long as he exercises a *reasonable* degree of care. Of course, too many mistakes in judgment would result in the severance of employment.

6. The agent must account for money and property entrusted to his care. He should keep proper records and be able to explain them and justify his actions. This is particularly true of purchasing agents who obligate their institutions for very large sums.

7. The agent has a duty to tell his principal all facts that vitally affect the subject matter of the agency.

8. The agent always should show his relationship to the institution in negotiating and in making purchase commitments. Orders should be signed in the name of the institution by or per the name of the individual with his title.

Violations of the foregoing duties of the agent may make him liable to the principal even though the principal may have become liable to an innocent third party who relied in good faith upon the representations of the agent.

(Part II will appear in October.)

Tips for small colleges in regard to

BUDGETARY ACCOUNTING

THE SMALL COLLEGE BUSINESS OFFICER either has a good system of budgetary accounting or is looking forward to establishing a system that will meet his needs. Many small colleges are required by state laws to operate on a budget plan; others, no doubt, are required by their governing boards to budget their operations.

What details should be provided in an accounting system that will enable the business officer to exercise control over his approved budget?

Almost simultaneously three decisions should be made: (1) to begin a system of centralized purchasing; (2) to classify the college accounts on a fund basis as recommended by the National Committee of Standardized Reports, American Council on Education, as (a) current funds, (b) endowment and nonexpendable funds, (c) plant funds, (d) loan funds, and (e) agency funds; (3) to determine whether manual or machine bookkeeping methods are better suited to the college needs.

This first decision does not necessarily mean that only one person in the small college shall make all purchases. The responsibility for all purchases should be lodged in the chief business officer. However, if for instance it is desirable to have foods purchased by the dietitian, then that person should be designated by the business officer as buyer for foods. She should understand that she is, at the same time, responsible for the budget allocation for foods. The business officer then should check the efficiency of food purchasing from time to time, as well as keep a close eye on expenditures budgetwise.

At our college (Alabama) all purchases for items other than foods are made by purchase order over the sig-

RAYMOND D. FOWLER

Business Manager and Treasurer
Alabama College, Montevallo, Ala.

nature of the business officer. Department and division heads, by requisition, request the purchase and may recommend a supplier. The business officer issues the purchase order to the vendor of his choice, after checking the object account affected by the items requisitioned to see that the purchase will not cause an overexpenditure of the normal use of the budget allotment. We do not find it necessary, in our small institution, to encumber the amount of the purchase order. We do file one copy of the order, by department, in a handy file for ready reference when checking budget balances. This unpaid purchase order file is kept to a minimum as we pay all invoices promptly upon delivery of goods, thereby receiving the benefit of all discounts allowed. One copy of the purchase order is mailed to the department originating the requisition, and the department head sends the business office a material receipt promptly upon receipt of goods which are marked for delivery to that department.

The second resolution, to classify accounts to conform to a recognized uniform basis, is of utmost importance in the small college accounting system.

We feel that while general ledger accounts have importance in college accounting, the subsidiary ledger accounts are the foundation of the system and that proper handling of these accounts will make for ease in budget control. The significance of the subsidiary ledger is stressed herewith.

The allotments to the several college departments or divisions of departments are made from the income the college expects to receive. Those allotments may be restricted to the

revenue designated for the department or to amounts approved from the general receipts, commonly called general fund. In either event, the income should be estimated carefully and allotments made from this estimated income. Even allotments from the general fund should be flexible for periodic adjustments and the business officer should have authority, with limitations, to adjust. (He may be limited to changes approved by the president if within the total budget or by approval of the president and the executive committee of the governing board if approval exceeds the total budget.)

The income anticipated should be set out in detail and divided into classes of receipts similar to the following:

GENERAL FUNDS:

1. Appropriations
2. Students (fees, tuition, etc.)
3. Sales and services
4. Rents of college property
5. Gifts to college proper
6. Transfer from auxiliary enterprises
7. Miscellaneous

RESTRICTED FUNDS:

80. Residence group
(room, board and laundry)
81. Supply store (sales)
82. Student activities
83. Yearbook (montage)
84. Lecture and concerts
(fees and receipts)
85. College theater and others

For use of machine bookkeeping code, you will notice we have used a number for groups as follows: general fund, 1 to 7, inclusive, and each restricted fund, two-digit code numbers, 80 to 85 or to the number of funds in the restricted section. These are the numbers as they appear in our system.

The estimates of income should begin with each of the sources that make

From an address given before the Southern Association of College and University Business Officers, 1950.

PURCHASE REQUISITION

TO THE BUSINESS MANAGER
Alabama College

You are hereby requested to purchase the several articles hereinafter set forth, for the use of _____

No. _____ Date _____

Department _____ Division _____

Estimated Cost	Quantity	Items (Describe Fully)	For Use of Business Office	Purchase Order No.
		USE TYPEWRITER—DOUBLE SPACE BETWEEN ITEMS		

SUPPLY ORDER

BUSINESS OFFICE
Alabama College

To Business Manager: _____ 19__

Please deliver to bearer the supplies listed below. I hereby certify that these supplies are necessary.

Quantity	Description	Cost Unit	Total

Signed _____ Department _____
Department Head _____

PURCHASE ORDER

ALABAMA COLLEGE
Montevallo, Alabama

P. O. No. _____

DATE _____

DELIVER VIA _____

MARK FOR DEPT. _____

NO CHECKS WILL BE CONSIDERED PAYMENT ON THE INSTITUTION UNLESS SIGNED BY BUSINESS MANAGER OR THE PRESIDENT.

PURCHASE MANAGER _____

MATERIAL RECEIPT

BUSINESS OFFICE
Alabama College

To Business Manager: _____ 19__

I hereby certify the following items were received this date in following condition.

Received from _____ Req. No. _____ P. O. No. _____

Quantity	Description	Condition of Items Received

REQUEST FOR QUOTATION
from
ALABAMA COLLEGE
Business Office
MONTEVALLO, ALABAMA

TO _____

B. Q. No. _____ Date _____

PLEASE NOTE CAREFULLY
This inquiry implies no obligation on the part of the buyer.
Unless otherwise understood there is no restriction on the number of items or the quantity that may be ordered.
In quoting use pink original of this form. Give complete information in spaces provided, otherwise your quotation may be given no consideration.
If substitutions or alternates are offered, attach full information.
Expedite your quotation otherwise we may have to disregard it.

Please furnish us with your quotation on items enumerated herein. Quotation must be in by _____

For shipment to _____ Via _____ Delivery F.O.B. _____

Item No.	Quantity	Catalog Number and Description of Article	Unit Cost	Discount	Item Cost

✓ A check mark in this column indicates that shipment can be made from stock at above address.

Delivery on other items as follows: _____

Prices subject to withdrawal. _____ Date Returned _____ By _____

Keep white copy for your file
Return pink sheet with full information
Form 5-7-3

By _____ Business Manager _____

Forms used in the accounting system at Alabama College.

up the foregoing group classification. For instance, our group No. 2 would consist of:

2. STUDENTS:

- 2000. College fee
- 2002. Out of state tuition
- 2004. Credit hour fee
- 2006. Correspondence fee
- 2008. Extension fee
- 2010. Music fee
- 2014. Late registration fee
- 2018. Special summer fees

Our restricted fund account 80 would consist of:

80. RESIDENCE GROUP:

- 8000. Room and board and laundry—students
- 8002. Room and board—others
- 8004. Laundry—others
- 8020. Dairy and farm sales

Estimates are based on past years' experience in revenue to each of these sources, the expected enrollment, as compared to the former year, being taken into consideration. If the business officer has a close estimate of the expected enrollment, he can, of course, give close estimates of student revenue.

While No. 2, student revenue, is only one of seven general fund revenue groups, No. 80 revenue sources constitute the total income available for appropriation or allotment to the "restricted" residence group.

ADDITIONAL SAFEGUARD

Cash receipts should be deposited daily. The cash advice of receipts for the day should be listed on a daily report form patterned after the income accounts of the subsidiary ledger. Posting to the journal and ledger should be done from the daily report sheet, to which is attached a copy of the daily deposit slip. At the end of each month, or oftener if desired, the business officer should have in hand the report of income to that period and information of income collected to the same date the previous year, so that he may compare the percentage of collections of current estimates with those of the preceding year. This report also will give an additional safeguard for internal check on employees who handle cash receipts. If collections reported are out of line, then the reason should be ascertained immediately. The inquiry may reveal the need for enforcing collections.

As in the case of receipts, our expenditures are code numbered beginning with 1 through 7 for general fund, and beginning with 80 for "restricted" groups. Expenditures from

current funds should be divided into classes similar to the following:

GENERAL FUND:

- 1. Administrative
- 2. Instruction
- 3. Research
- 4. Extension
- 5. Library
- 6. Plant and building maintenance
- 7. Miscellaneous (unclassified)

RESTRICTED FUNDS:

- 80. Residence group
- 81. Supply store
- 82. Student activities
- 83. Yearbook (montage)
- 84. Concerts and lectures
- 85. College theater and others

The arrangement of the current funds into groups of income and like groups for expenditures obviates the need for more than one bank account. The beginning balance for each fund, plus receipts to the fund, less expenditures from the fund, will give each fund balance.

Budget allotments should be made to each department or division which makes up the expenditure classified groups. Each group may consist of several departments. For instance, our group No. 1 would consist of:

GENERAL FUND:

1. *Administrative & General Expense:*

- 100. Board of trustees
- 101. President's office
- 102. President's contingent fund
- 103. Dean's office
- 104. Business office
- 105. Registrar's office
- 111. Student counselor
- 121. Alumnae service
- 122. Public relations
- 131. General printing
- 132. Office expense
- 133. Miscellaneous

Allotments should be made to each of the departments for the "objects"

that department is to receive for its operation, e.g. personal services, materials and supplies. For instance, a department or division of utilities might receive personal services and things as follows:

621. *Utilities Division*

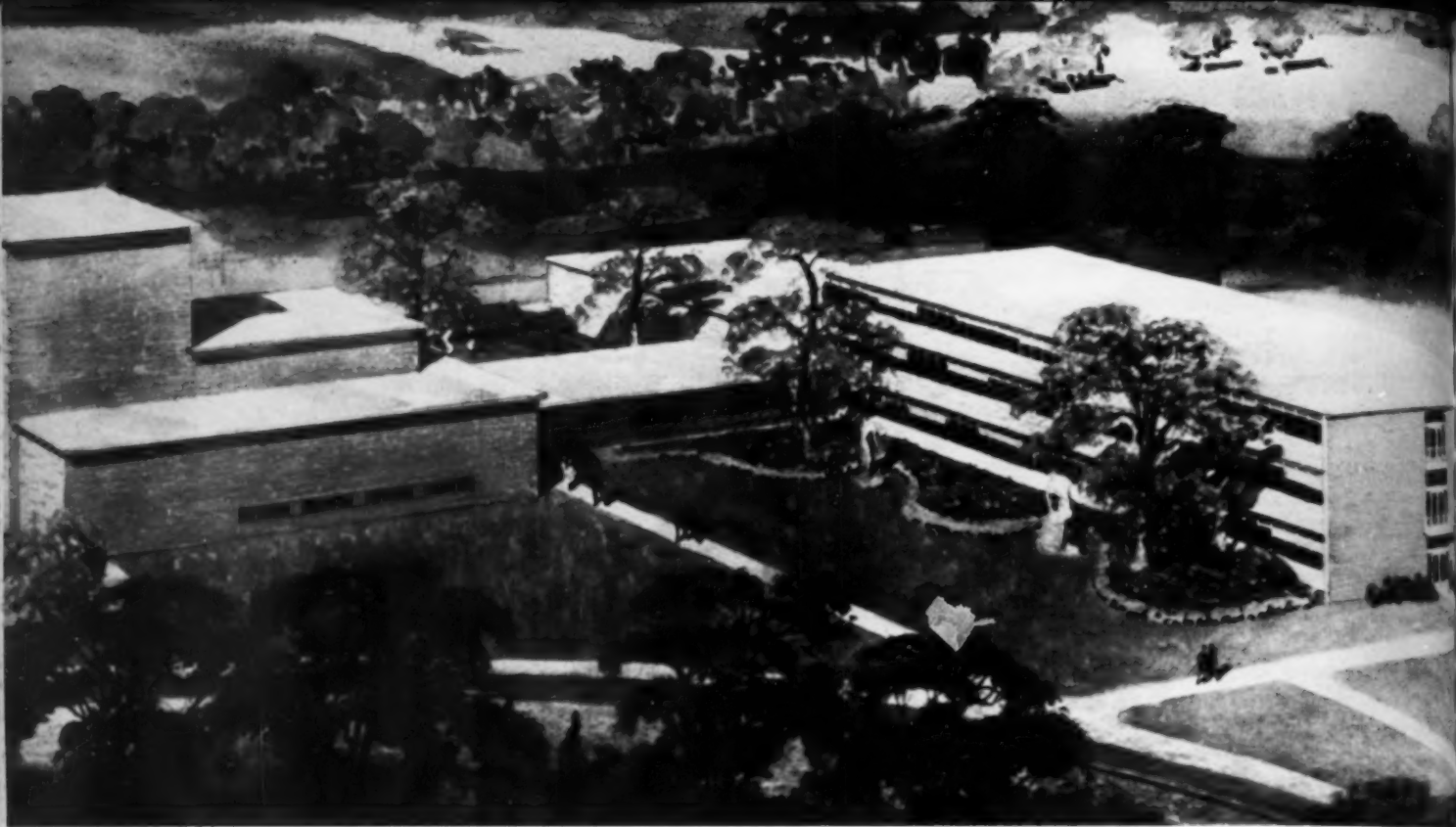
- 10. Salaries staff
- 11. Labor
- 25. Plumbing supplies
- 26. Electrical supplies
- 29. General supplies
- 30. Travel-in-state
- 60. Lights and power
- 61. Coal for heat
- 91. Boiler insurance
- 99. Miscellaneous

Thus, it will be found that if the department heads will request the amounts needed for objects to be used, then the persons responsible for the budget decision can, by accumulation of the objects, determine both the total of each department's requests and the total of each object classification. By comparison of the requests with amounts spent for the previous years, the responsible officers can weigh the requests in the light of the planned operation for both the department and the total college. Of course, it will usually be necessary to cut many of the requests in order to keep within the income expected. Authorities tell us it is advisable not to appropriate the entire estimated income. We find it hard not to plan use of all expected receipts.

For the third decision relating to choice of manual or machine bookkeeping, we recommend machine. We tried to do by hand exactly what we are now doing by machine, so we have had the same system under both methods. We found we had either to add a bookkeeper or to purchase the equipment. The equipment, though costly, proved to be more economical.

Management Planning . . .

. . . would do a great deal toward increasing administrative efficiency on the average college campus. In the October issue Frank Pieper of the University of Minnesota will suggest fundamental technics to be employed in coordinating all phases of college activity.



FINE ARTS CENTER *includes classroom and studio building, experimental theater and concert hall*

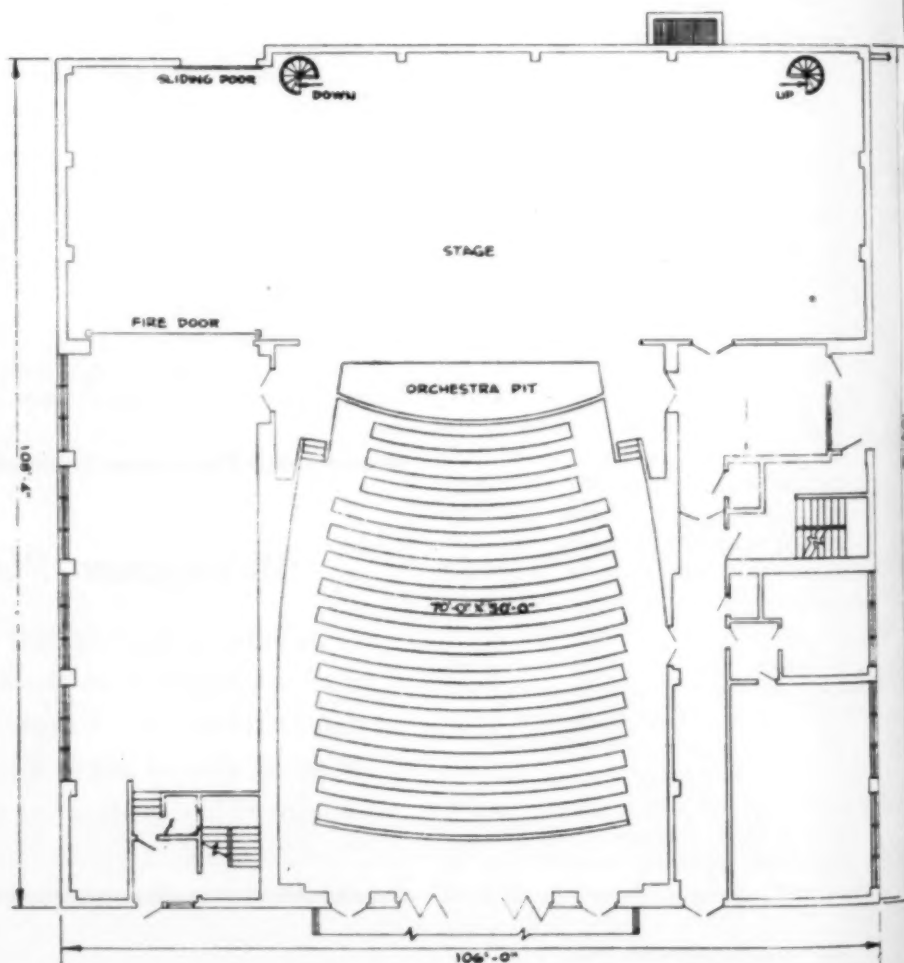
WILLIAM J. GOOD

Assistant to the President
for Public Relations
University of Arkansas

A NEW \$1,000,000 ARTS CENTER—believed to be the most flexible and versatile structure of its kind on any campus in America—is nearing completion on the main campus of the University of Arkansas in Fayetteville.

The center was designed by Edward D. Stone, architect of New York City, with the architectural firm of Haralson and Mott of Fort Smith, Ark., as associate. Mr. Stone, also a professor of architecture at Yale, is an alumnus of the University of Arkansas. He designed the Rockefeller Music Hall and the Museum of Science and Industry in New York City, and was an associate in the designing of the Museum of Modern Art in New York.

The Arts Center houses the division of fine and applied arts at the uni-



PLAN OF EXPERIMENTAL THEATER

versity, embracing the departments of architecture, art, music and speech and dramatic arts. It makes possible a greatly expanded program in the arts, which has been under development during the past several years, and permits close coordination of the various arts taught on the campus. Not only does it make possible strong curriculums for the students majoring in the four departments included in the division of fine and applied arts, but it provides a wide range of electives in the various arts for students majoring in other fields of study, such as home economics, education, engineering and advertising.

The Arts Center was designed as a teaching institution, not as an auditorium with classrooms and studios attached. In keeping with this emphasis on the teaching function and in order to procure the maximum of teaching facilities for the amount of money expended, the auditoriums in the experimental theater and in the concert hall have been kept relatively small. Each seats only a few hundred people, but each has been designed with the greatest possible flexibility.

The Arts Center consists of three principal buildings: a three-story classroom and studio building, a concert hall, and an experimental theater. These three buildings are connected by a glass-walled corridor, so designed that it can be used as a reception room or as an art exhibit room. In addition, there are an outdoor sculpture court for exhibition purposes, a small Greek theater (the stage of which connects with the dressing rooms in the experimental theater), and a large terrace that can be used as an outdoor studio.

Functional design is followed throughout, with numerous unusual features being incorporated into the group of buildings.

CLASSROOM AND STUDIO BUILDING

The classroom and studio building is of reinforced concrete column and slab construction, as is the glass-walled gallery. The theater is of reinforced concrete and steel column frame, with slab floors and concrete slab and gypsum roof. The concert hall is the only wall-bearing structure in the group. It has a concrete slab floor and stage, with a gypsum roof over a network of steel. All construction is of fire-proof material.

Exterior walls are of gray brick, backed up by blocks made of burned

shale aggregate. Interior walls are of the same blocks. They are not plastered in the interior but are painted. A variety of color schemes has been used.

Most of the floors are covered with asphalt tile. The ceilings of most rooms are painted but not plastered, with acoustical corrections in some areas.

The Arts Center is steam heated from the central heating plant on the campus. Air conditioning has been installed in only certain portions of the center, but all air ducts are of sufficient size to permit installation of air conditioning of the entire group of buildings later if so desired. Forced air ventilation is used both in the concert hall and in the experimental theater.

The first two floors of the classroom and studio building house the departments of architecture and art; the third floor contains classrooms, offices and music practice rooms for the department of music.

The masonry walls on the north and south sides of the classroom and studio building extend only 32 inches above the floor, with the remainder of the walls being made up of glass windows separated by metal mullions.

A number of offices and large studios are on the first two floors. An outstanding feature of the building is a lecture room that is available to all departments. Two automatic picture machines have been placed in the rear of the room; both projectors and lights are operated by buttons on the lectern, giving the speaker complete control.

The third floor of the classroom and studio building, which is used by the music department, contains a number of private teaching studios, two classrooms for theory and music education, four listening rooms, and 27 music practice rooms. Parallel walls have been avoided in the design for the music practice rooms. As an added acoustical treatment, a zig-zag type of wall separates them.

The classroom and studio building has a partial basement, which contains a utility room and part of the arts library. Stairways connect the various floors and the basement, and there is one freight service elevator.

The glass-walled corridor, or gallery, has the flexibility needed for installing exhibits. Daylight control is accomplished by a system of vertical blinds of narrow metal strips. Nu-

merous electrical outlets in the ceiling permit various types of artificial lighting.

One side of the gallery opens directly onto the outdoor sculpture court, also to be used for exhibition purposes. Doors on the north side of the classroom and studio building open directly onto the terrace, which can be used as an outdoor painting, sculpture or materials studio.

CONCERT HALL

The floor of the concert hall is level, with a loge at the rear. The hall is furnished with removable chairs, thus permitting it to be used for other purposes. There are no windows in the concert hall, and the ceiling is comparatively low, being only 18 feet. The ceiling is finished in an unusual manner, a "chain mail" acoustical device perfected by Mr. Stone for use in theaters.

The three-manual pipe organ is a permanent installation but has a movable console. The organ is of classical design with exposed pipes. Music can be "piped" from the organ in the concert hall to various other places in the Arts Center and even to other buildings on the campus.

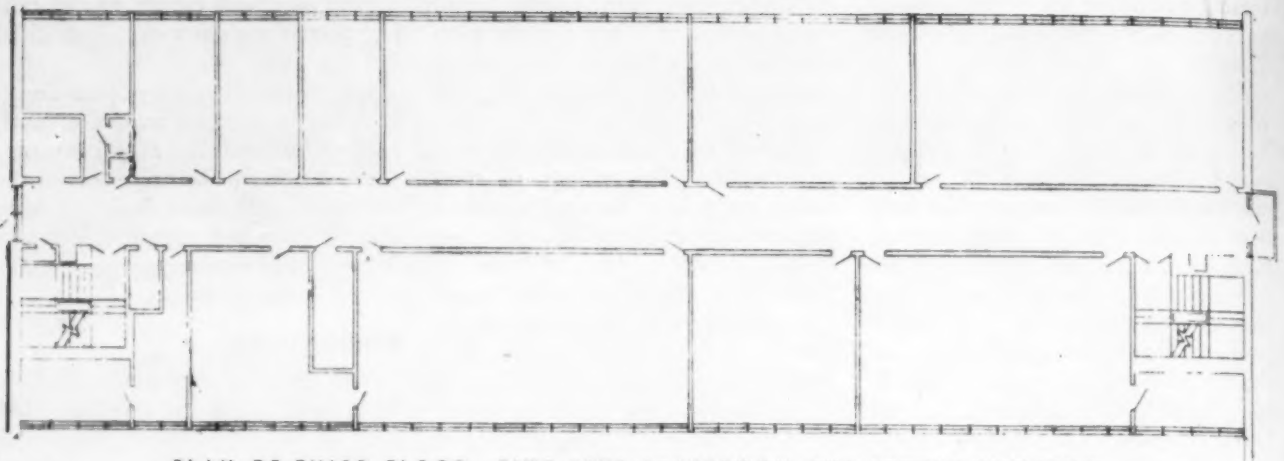
EXPERIMENTAL THEATER

The experimental theater has been designed to permit a great amount of experimentation in drama production. It can be used as the conventional proscenium type of theater for production of traditional performances, or it can be quickly and easily converted into a theater-in-the-round. A folding seat system has been installed for the theater-in-the-round. Stage curtains can be opened to varying distances, and there are four light bridges instead of the conventional two.

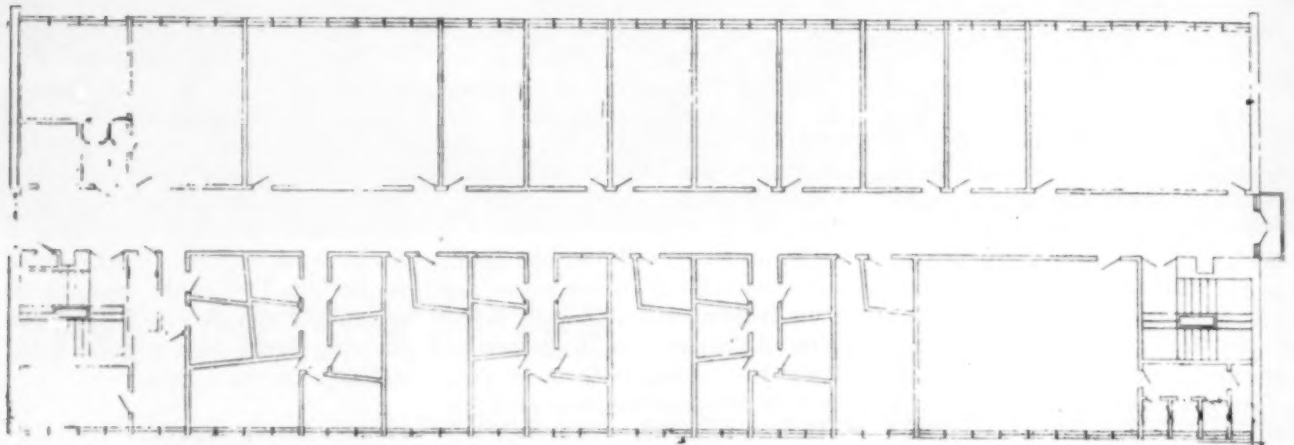
A glass-paneled observation room is located in the back; light and sound controls are on the balcony at the rear of the auditorium. A complete paging system has been installed, making it possible to call any room in the theater.

The auditorium is well designed for voice productions, as the most distant seat is only 75 feet from the stage. There is no center aisle; good seating is available in all parts of the room. Beam lights are recessed in the ceiling.

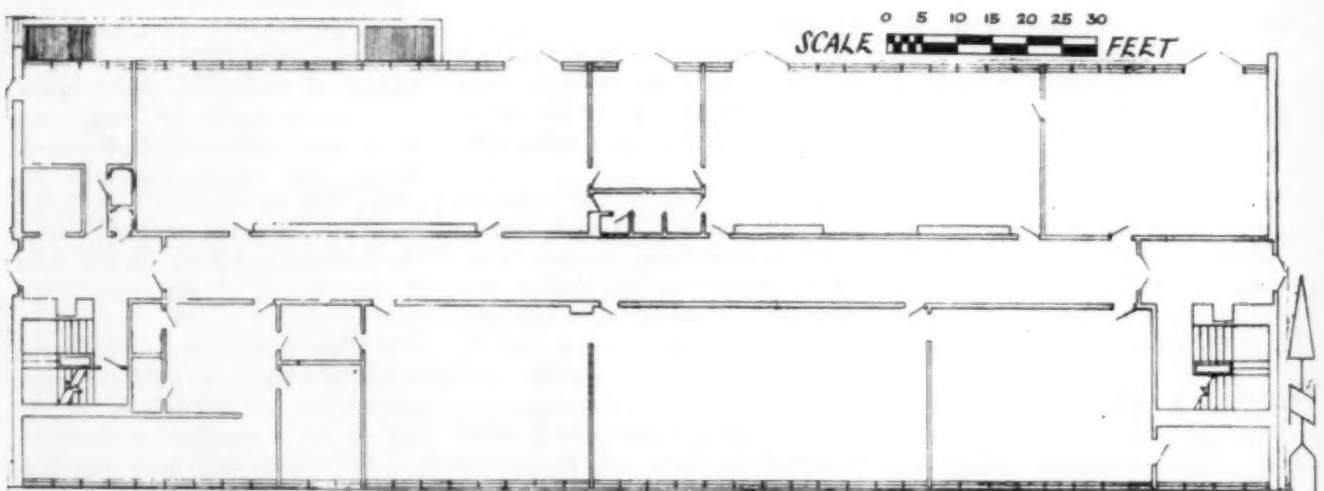
The stage house is over the center of the stage, giving greater wing space. An unusually large shop for scenery



PLAN OF THIRD FLOOR, FINE ARTS CLASSROOM AND STUDIO BUILDING



PLAN OF SECOND FLOOR, FINE ARTS CLASSROOM AND STUDIO BUILDING



PLAN OF FIRST FLOOR, FINE ARTS CLASSROOM AND STUDIO BUILDING

building is located in the basement under the stage.

A mobile ticket booth can be used for both the experimental theater and the concert hall.

Many months of preliminary study of needs and space requirements on the part of the arts facilities took place on campus before an architect

was appointed. During the actual drafting of plans, numerous authorities from other sections of the nation were called in for consultation in order to achieve the effects desired. Norman Bel Geddes, theatrical designer, and members of the dramatics faculty at Yale University served as consultants on planning, and S. K.

Wolf of New York City as a consultant on acoustical engineering matters.

The general construction cost for the project was \$656,000, or \$0.563 per cubic foot. The plumbing costs were \$29,923; heating and ventilating, \$94,237; electrical installations, \$66,498. Other items amount to \$184,264. The total cost was \$1,030,922.



DINING COMMON

COMPLETE NEW PLANT *for Bob Jones University*

ON OCT. 1, 1947, THE "IMPOSSIBLE" was done. More than 2500 resident students moved into the completely new university plant which Bob Jones University had erected in less than 14 months in Greenville, S.C. In little more than 13 months after the site was chosen and the ground was broken, 14 fireproof buildings were erected, besides 13 temporary buildings and an attractive trailer camp.

Twenty-three years ago when Dr. Bob Jones Sr. discussed with educational authorities his plan to build a Christian college and offer instruction in music, speech and art without additional cost above regular academic tuition, he was told it couldn't be done. But it has been done! And in the 23 years since the school opened with almost 100 students, it has grown steadily, with approximately 3000 in attendance during the 1949-50 academic year.

IS UNIQUE INSTITUTION

Bob Jones University is a unique institution, interdenominational, co-educational, orthodox, standing without apology for the "old-time religion" and the absolute authority of the Bible. It functions on a threefold foundation: evangelistic orthodoxy, high cultural and scholastic standards, and firm discipline.

The rapid growth of the school produced problems. During a period of 12 years, 15 new buildings were erected on the beautiful campus at Cleveland, Tenn., but still the problem of housing was not solved.

MARION HILL

Public Relations
Bob Jones University, Greenville, S.C.

When it became apparent that further expansion at the college site in Tennessee would be impossible because of the congested down-town section in which the institution was located, the board of trustees voted on April 4, 1946, to sell the college property, to expand into a university, and

to construct an entirely new plant at another location. On the invitation of the chamber of commerce of Greenville, S.C., the committee on expansion voted to locate the university there and construction was begun Sept. 1, 1946, on the first unit of a \$3,000,000 plant, which today is worth \$5,000,000.





skyline is the background in the office of the dean of the school of commerce; green and gold marbled paper with musical instruments has been used in the office of the dean of the school of fine arts.

The reception room, where the information desk is located and from which all offices on both first and second floors are reached, is decorated in tints and shades of green with photographed cyprus wainscoting. The walls of the waiting room on the second floor are of wood paneling.

Floors throughout the building are of asphalt tile, and the ceilings are of acoustical plaster. The building, which also contains the university switchboard, has its own telephone system and a private intercommunication system that permits one to speak to as many as 25 offices at the same time.

The administration building, as are all of the university buildings, is heated from an underground central heating plant, consisting of three 200 h.p. boilers with stokers. All water is heated instantaneously. The school has its own light switching station and a \$100,000 underground system. Extra length steel framed windows provide excellent ventilation and, encased by large areas of glass brick, excellent lighting. Indirect ceiling lights and fluorescent lighting are used.

Top: Interior of snack shop, located in the student center.
Center: The president's office.
Bottom: Rodheaver auditorium.



R. K. Johnson, university business manager, moved to Greenville to supervise the work. The buildings, constructed on concrete and steel frames, are of cream brick, backed with 8 by 8 by 16 inch concrete blocks with 1 inch air space between. Interior walls are plastered, and ceilings are finished with acoustical plaster.

The administration building contains 25 administrative offices. These include private executive offices, offices of the deans and officers of administration, business office, records office, and general office. The junior Dr. Jones, president of the university, personally designed a great many features, and, at his suggestion, all offices in the building are different; furnishings, design and color scheme for each office are in keeping with the occupant's position. For instance, brown, tan and gold wallpaper showing the New York



Top: The War Memorial Chapel.
Center: Store in student center.
Bottom: Information desk in lobby of administration building.

The university dining common is located just to the rear of the administration building and to the left of the university student center. Constructed in the shape of a huge square, with an octagonal modified tower entrance in one corner, it was designed for efficiency and speed in service. Eighteen hundred people may be seated at one time, to be served family style. The kitchen, located in the corner opposite the entrance, occupies approximately one-fourth of the floor space on the main floor. This arrangement leaves two main wings which are served from the two separate serving counters of the kitchen. The 225 tables, seating eight each, are taken care of by approximately 120 student waiters and waitresses.

The octagonal entrance of the dining common is a 30 foot rotunda. It is decorated with a 7 foot marble papered wainscoting, with bold figured gold and brown paper running to the ceiling. Above the cloak rooms which separate the rotunda and the dining area are two large private dining rooms. A balcony overlooking the dining area contains an organ and a loud-speaker system.

On the interior walls of the dining common a wainscoting of gray pressed wood, which is easily cleaned, blends beautifully with the light yellow side-walls. The end walls are decorated



with four colors—yellow, gray, maroon and white—painted in stripes 1 foot wide, running from the wainscoting to the ceiling, which is covered with perforated 12 by 12 inch soundproof tile board. Recessed fluorescent lighting is used. Large ceiling blower fans have been placed at regular intervals and are used to heat and cool the building.

Modern stainless metal equipment has been so arranged in the kitchen that food may be prepared and served to 2500 with a minimum number of cooks. The kitchen is divided into five different departments:

1. Salad Department. All salads are made and dispensed from this area.
2. Vegetable Department. There are five 60 gallon and one 100 gallon



A view of the post office located in the student center building.

steam kettles where all vegetables are cooked.

3. Meat Department. Fourteen ranges and bake ovens are used for the preparation of meats.

4. Baking Department. Hot biscuits are served for breakfast, hot cornbread for lunch, and hot biscuits or rolls for dinner. All desserts are cooked in this department during the night. Six ovens are used for baking more than 600 dozen biscuits or rolls required for each meal.

5. Dishwashing Department. Completely soundproof, the dishwashing department is located in the rear of the kitchen. It contains the equipment to wash dishes for 2500 people in approximately two hours' time.

THREE REFRIGERATOR ROOMS

The storage rooms, refrigeration and vegetable preparation departments are in the basement of the dining common. Approximately 156,000 pounds of canned goods may be stored at all times. There are three refrigerator rooms, one for milk and butter, one for meat (capacity 10,000 pounds), and one for vegetables.

All vegetables are prepared in the basement preparation rooms before they are sent upstairs on large elevators to be cooked. Two potato peelers are used in preparing the 1500 to 1800 pounds of potatoes used for one meal. In the basement also are dining rooms for the kitchen employees.

The serving arrangement of the kitchen makes it possible for students to enter the dining common together, be served a complete meal, family style, and be dismissed from the dining common together in less than 25 minutes!

Two complete steam serving tables, one for each wing of the dining com-

mon, are used for dispensing food from the kitchen to the waiters and waitresses. The kitchen is lighted by skylights and suspended incandescent ceiling lights. The walls are white plaster, and the floor is quarry tile, which may be easily scrubbed and drained.

STUDENT CENTER UNUSUAL

The student center is in many ways the most unusual and interesting building on the campus. It is balanced on one end by a gymnasium and on the opposite end by the War Memorial Chapel, which seats approximately 500, has soft green plastered walls, asphalt tile floor, and opera seats. Over the altar at the front is a mural; the wall beneath it is beautiful wood paneling. The chancel rail is constructed of matching wood.

On the first floor of the student center, between the gymnasium and chapel, are located the snack shop and tea room, barber shop, store, post office, and annual staff office.

In the yellow and black plaid papered snack shop there is a 51 foot stainless metal counter with black glass and mirrored walls behind it. The snack shop and tea room are separated by a wall of bamboo and evergreen. The beams and columns of the tea room are finished with a leatherette paper and the walls are papered with a pattern of western scenes. The draperies carry out the same western idea. Approximately 200 can be served in this room. Both the snack shop and tea room are served from the same well equipped kitchen.

The store contains books, school supplies, and notions, and also a limited supply of canned goods and pastries. A branch post office is between the store and the War Memorial Chapel.

On the second floor of the student center is the social parlor. This room is 60 by 170 feet. The sidewalls, mostly of glass brick with extra length windows, are a deep green plaster. The ceiling, of acoustical plaster, is a deep rose. Floral draperies using yellow, rose and green on a black background are used at the windows. The floor is of asphalt tile. Furnishings include more than 50 sofas besides the usual chairs, coffee tables, end tables, and lamps.

Off the main parlor are four small rooms, one in each corner. Two are music studios. The third is a serving room over the snack shop kitchen. From this room food sent up from the kitchen on the dumb-waiter may be served to small or large groups. The fourth room is a beautifully decorated powder room.

176 ACRE SITE

The site selected for the university plant was a 176 acre tract atop a long ridge overlooking a four-lane superhighway. The lack of trees on the portion selected for most of the buildings facilitated landscaping. After the buildings, roads and sidewalks were completed, topsoil was brought in, grass was sown, and shrubbery and trees were transplanted.

Within the last year, WMUU, Bob Jones University's new \$75,000 radio station, was completed, and a laundry and dry cleaning plant was erected. Future plans include the erection of additional residence halls and gymnasium, additional permanent science and fine arts buildings, and a hospital to replace the temporary buildings now being used.

A studio for the production of gospel motion picture films will be completed in the immediate future.

ALUMNI OPINION SURVEY

results in yardstick of attitudes for George School

PAUL B. BLANSHARD Jr.

Public Relations Director, George School
Bucks County, Pennsylvania

THEY SAID, "YES, WE DO LIKE THE academic policy, size of student body, and type of campus, but—"

Lacking any authentic record of what alumni think of the school, what kind of people its former students are, and what they think the school's purpose should be educationally, George School has just completed a year-long survey among its 5000 alumni.

The results, coming from members of all previous classes (56) at this co-educational boarding school in Bucks County, Pennsylvania, give George School a thumping vote of confidence. At the same time, the cross section of alumni queried in the poll takes plenty of healthy swipes at school features that it feels could be changed or improved.

Those who filled out the four-page questionnaire said, for example, that George School prepared them well for higher education; 90 per cent felt this way. Of those not going on to higher education, 87 per cent said George School training prepared them well for adult life.

SOME CRITICIZE TRAINING

Questioned about ways the school training fell short, however, those responding said most frequently that it was "too sheltered from real life" and that there was "an artificiality about social life."

George School is managed by the Philadelphia Yearly Meeting of the Society of Friends, is located on 302 acres 25 miles from Philadelphia, gives a four-year high school education, and had 435 students from 26 states and seven foreign nations in 1949-50.

Constructive comments such as the foregoing made us glad we had walked in where angels fear to Gallup. Besides determining a great deal about what alumni think of their alma mater, the joint project of the alumni executive committee, the school alumni office, and the public relations office

opened many eyes to trees we have not seen because of the proximity of the forest.

"In your opinion," alumni were asked, "what should be the chief educational purpose of George School today?"

Boiled down, this would summarize what representative alumni answered: To provide well rounded training that develops adults who are adjusted to their fellow men and are spiritually, morally and socially responsible members of their civilization.

Now, what kind of people are these former students of a Quaker boarding school who ventured the previous opinions? Replies to the George School survey gave us a fairly accurate measure of family status, income level, responsibility to society, occupations and so forth.

Seventy-seven per cent of those replying to the poll are or were married. The average married alumnus had 2.4 children.

Alumni general salary was distributed at these levels: 36 per cent were earning up to \$2999; 40 per cent were in the \$3000 to \$6999 salary division; 18 per cent were making from \$7000 to \$15,000, and 6 per cent were getting more than \$15,000.

Trying to determine the responsibility of alumni to their community and to society in general, we found from the poll that the average alumnus takes part in two community services, such as local school board, American Red Cross, or American Friends Service Committee.

Perhaps strangely, this cross section of alumni tapped in the George School poll turned out to be 37 per cent housewives. Other occupations were listed in this order: 23 per cent, professional; 22 per cent, business; 13 per cent, students, and 5 per cent, farmers, retired persons and the like.

The large number of housewives queried in the poll doubtless accounted

for a somewhat contradictory set of figures as to the further education alumni had had after leaving George School. The records showed that in recent years some nine of every 10 graduates have gone on to higher education; survey returns revealed that 87 per cent of the alumni queried had had further training. But the poll also disclosed that only 44 per cent of those answering had been graduated from college. Although we have no proof of this, there may well have been a number of women who did not complete college because they dropped out to take up a popular occupation—that of being a housewife.

Finally, in connection with what kind of people George School alumni are, we learned that the average former student has lived in three states since departing from this campus, that he reads 21 books annually, and keeps up with six magazines regularly, and that he attends religious services 27 times a year.

LACK FINANCIAL KNOWLEDGE

Pressing on to a series of financial queries designed to show alumni knowledge of school financing and their desire to support the school through contributions, we found a real gap between the facts and what alumni knew of them.

Only four of every 10 poll respondents even hazarded guesses, for instance, as to where the school stood today on endowment, tuition rates, and annual budget. Those who did guess were off the mark, as follows:

Endowment guess, \$913,000 (actually about \$75,000).

Tuition fees for non-Friends, \$1214 and for Friends, \$903 (actually \$1450 and \$1150, respectively).

Annual budget, \$472,000 (actually \$600,000 for 1949-50).

The high average guess on endowment and the low one on annual budget showed us that we need to ex-

plain to alumni where the cash comes from to finance school operations, as well as how that money is spent. Accordingly, a yearly fiscal report was published in the school alumni magazine in July.

While just 51 per cent of poll respondents said they had contributed to the last George School campaign for development, two of every three indicated that they would now contribute to a new fund raising campaign.

WOULD BOOST SALARIES

Showing at least a partial effect of all the publicity lately given to the need for better teacher pay in American schools was the reply in the George School survey when alumni were asked how they would like their contributions used if a new campaign became necessary. This was the response here:

Forty-one per cent wanted their gifts to help boost teacher salaries.

Twenty-two per cent said to use their gifts to raise general endowment.

Seventeen per cent wanted to help grant more scholarships.

Seventeen per cent urged the money be used for new buildings and physical improvements.

Three per cent suggested a multitude of other purposes.

Reflecting even more alumni sympathy with the needs of George School (and virtually every independent school and college), former students taking part in the 1950 survey recommended these technics on "how to do it" if the school "should need more money to pay higher teacher salaries, maintain a larger physical plant, and so forth. . . ."

Forty-one per cent urged the school to enlarge its annual giving program (yearly appeal to alumni, parents and friends).

Twenty-five per cent advocated raising tuition rates for all students.

Nineteen per cent were for raising tuition rates for Friends only (who now pay reduced rates).

Fifteen per cent suggested other technics, such as encouraging more bequests and broadening the student co-operative work program (all students work and the school sets aside going rates for work; the funds are turned over to scholarships, which amounted to \$13,000 in 1949-50).

Finally, in connection with financial matters, a good indication of why only 10 per cent of the alumni are supporting the George School Giving Pro-

grams was found in the fact that the school ranked only fourth on the list of organizations to which old students give regularly.

Alumni comments were invited, and received, on many other phases of life at George School. Let's look at a few of these now.

Remarking on the school's educational program and quality of instruction, eight of every 10 poll repliers answered "favorable" and went on to say "excellent preparation for college and life"; "room for improvement in the faculty"; "some departments have excellent instructors."

Overwhelming approval of the school's rolling country campus was shown in a 98 per cent "aye" to what alumni thought of the grounds. Seven of every 10 looked favorably upon George School buildings, although many wrote in comments that those buildings were not now adequate (the school has tripled in student population since its founding in 1893 and now is looking forward to erection of a new gymnasium and a new auditorium).

What of the school's admissions policy? It turned out, through this survey, that 63 per cent approved that policy. But counter questions were so numerous here that a separate tabulation showed 67 per cent of poll participants ignorant of what that policy is.

FAVOR SPORTS AND HOBBIES

The athletics policy of physical education for all and interscholastic competition for other, as well as varsity, teams drew "yes" retorts from more than nine of every 10 polled. By the same 9 to 1 count, alumni signified approval of the school's broad program of extracurricular activities, although several poll repliers cautioned not to stress hobbies to the detriment of studies.

Endorsement of the program affiliating George School with two schools in Germany was recorded by a vote of 4 to 1, frequent remarks calling this project "a real help in developing international understanding and brotherhood." Another observation on this project was, "Why not aid another country instead of Germany, an enemy nation?"

Alumni taking part in the poll registered an 86 per cent affirmative answer when asked if the religious training and influence (two silent meetings for worship weekly, classes in religion

certain times each year) of George School life had proved beneficial to them in adult life.

A query as to desirable maximum size of the school brought an average number of 456 from alumni poll respondents (school size now is 435).

So much for the favorable or unfavorable sentiments of alumni on these practical matters of life at George School. The poll showed that most respondents got their information about school from the alumni magazine (which was regarded favorably by 100 per cent), that 85 per cent had been back to campus since graduation, that only 45 per cent were particularly interested in having a new alumni club set up in their area, but that 71 per cent would like to see the alumni working more closely with the school through conferences with faculty members, job counseling service for students, and fund raising work. (An alumni fund raising council has just been organized with class agents slated to write letters supporting the annual giving programs.)

MANY OFFER SUGGESTIONS

Other constructive suggestions culled from miscellaneous survey remarks:

"It would be a better world if there were more George schools (please forgive us for presenting this one). . . . Why not add an art and music course? . . . Now is the best time for a financial drive. . . . Unconventional attire is carried to extremes. . . . Seniors need more freedom in anticipation of college life. . . . Increase vocational guidance work. . . . Why not liberalize the policies and minimize the supervision of social life at the school? . . . Social life is well organized. . . . Permit older students to smoke, with parental permission. . . . This was a tough questionnaire. . . . This was a good questionnaire."

And so we have learned, to some degree at least, who are our alumni, what they think of George School, and what they want for it in the future.

The 1950 alumni opinion survey was, to our way of thinking, worth while. It took a long time, much correspondence, and considerable legwork on the part of obliging alumni to obtain the returns from the questionnaire. But this yardstick of attitudes from the school's major public should, without doubt, be of value as George School seeks to do a sound job of training its share of those attending America's independent schools.

SHOULD COLLEGES CARRY LIABILITY INSURANCE?

Part I

T. E. BLACKWELL

Treasurer, Washington University
St. Louis



THE BRADLEY UNIVERSITY CASE¹ decided recently by the supreme court of Illinois has added another chapter to a long history of legal confusion. Should educational and other charitable institutions be held to the same degree of legal responsibility for the negligent acts of their employes as are corporations organized for profit? The following quotation from the scholarly opinion of the late Justice Rutledge in the Georgetown University case² is indicative of the confused state of the law on this important question:

"Paradoxes of principle, fictional assumptions of fact and consequence, and confused results characterize judicial disposition of these claims. From full immunity through varied but inconsistent qualifications to general responsibility is the gamut of decision. The cases are almost riotous with dissent. Reasons are more varied than results. These are the earmarks of law in flux."

INJURED STUDENT COLLECTS

In 1940, a student in the physical education department of Bradley Polytechnic Institute (now Bradley University) was injured in a fall from a trapeze to be used in a college circus. She brought suit against the institution and was allowed to recover, despite the fact that, by a long line of decisions, the trust funds of a charitable corporation in Illinois are immune from liability for the negligent acts of its employes and agents. The court refused to reverse this well established legal immunity but held that, since the university carried liability insurance, the plaintiff could receive pay-

ment for the amount of her claim from the insurance company without the impairment of the trust funds of the institution.

The practical question raised by this paradoxical decision is obvious: Why should charitable corporations in Illinois carry liability insurance? However, before embarking upon a program of insurance cancellation, one should examine the opinion of the court in more detail. It is obvious that the availability of any other nontrust fund assets would have been seized upon by the court as a justification of its obvious desire to permit the plaintiff to recover in this case. Many assets held by colleges and universities would probably be classified as nonfiduciary in character in order to permit recovery by a sympathetic judge.

HARD TO JUSTIFY DECISIONS

The supreme court of Tennessee has consistently held that the trust funds of a charitable corporation may not be impaired, but it permitted a plaintiff, injured at a carnival operated by an American Legion post, to recover on the grounds that the profits derived from a concession incidental to the post's charitable objects did not constitute a trust fund.³ The same court⁴ in 1940 permitted a hospital patient to recover for negligently inflicted injuries on the grounds that the hospital owned, as an investment, a large office building and that, because this asset was not used directly for the charitable purposes of the hospital, income therefrom could be utilized to pay the claim without impairment of the work of the hospital. It is difficult to justify this decision on any logical basis. Cer-

tainly endowment assets of a charitable corporation should have high priority in its classification of trust funds.

The Vanderbilt University case,⁵ decided by the Tennessee court in 1918, permitted a tenant in an office building owned by the university to recover for negligently inflicted injuries on the same illogical grounds, *i.e.* that the trust funds of the university would not thereby be impaired. In 1939,⁶ the Tennessee court, still paying lip service to the "trust fund" doctrine, permitted a hospital patient to recover from Vanderbilt University on the grounds that the claim could be satisfied out of the proceeds of a liability insurance contract.

SOME STATES PERMIT RECOVERY

The courts of Colorado have also imposed liability if the charity is protected by insurance,⁷ and Georgia,⁸ like Tennessee, will permit recovery if the claim can be paid from assets not used directly in conducting the charitable enterprise. On the other hand, courts in Connecticut,⁹ Kentucky,¹⁰ Massachusetts,¹¹ Mississippi,¹² Missouri,¹³ North Carolina,¹⁴ Penn-

¹Gamble v. Vanderbilt University, 200 SW 510.

²Vanderbilt University v. Henderson, 127 SW (2d) 284.

³O'Connor v. Boulder-Colorado Sanitarium Association, 96 P (2d) 835 (1939).

See also 133 A.L.R. 819 20 B.U.L. Rev. 330; 53 Harv. L. R. 135.

⁴Robertson v. Ex. Committee of Baptist Convention, 190 S.E. 432 (1937).

⁵Christini v. Griffin Hospital, 57 A (2d) 262 (1948).

⁶Williams Admx. v. Church Home, 3 SW (2d) 753 (1928).

⁷Enman v. Boston University, 170 N.E. 43 (1930).

⁸Mississippi Baptist Hospital v. Moore, 126 SO. 465.

⁹Stedem v. Jewish Memorial Hospital, 187 SW (2d) 469.

¹⁰Hendron v. Massey, 8 SE. (2d) 914 (1940) 19 N.C. L. Rev. 245.

¹Moore v. Moyle et al., 92 N.E. (2d) 81 (1950).

²President and Directors of Georgetown University v. Hughes, 130 F (2d) 810 (1942).

³Hammond Post No. 3, Inc., American Legion v. Willis, 165 SW (2d) 78 (1942).

⁴Baptist Memorial Hospital v. Couillens, 140 SW (2d) 1088.

sylvania,¹⁵ Washington¹⁶ and Wisconsin¹⁷ have ruled that the availability of liability insurance will not, of itself, impose liability to respond in damages for negligence.

The historical background of the legal theory that the trust funds of a charitable corporation should not be impaired, even to compensate those injured by the negligence of its employees and agents, may be traced to a mere dictum of Lord Cottenham in 1846,¹⁸ frequently quoted by the courts of this country in support of the doctrine:

"To give damages out of a trust fund would not be to apply it to those objects whom the author had in view but would be to divert it to a completely different purpose."

By 1866,¹⁹ the English courts had repudiated the doctrine of immunity of charities, and Canada and New Zealand followed the lead of the mother country in imposing full liability. However, the courts of Massachusetts²⁰ and Maryland²¹ soon adopted the rejected doctrine, apparently in ignorance of the English reversal, and thereby gave the dictum of Lord Cottenham a new lease on life in the New World.

Rhode Island declined to follow the lead of her sister states and, in 1879,²² renounced the trust fund doctrine of immunity. By 1938, her legislature, dissatisfied with the rule of absolute liability for charities, declared that it was not equitable to permit the recipients of charity to recover from the charity for negligently inflicted injuries. This was in apparent recognition of the justice of the old maxim: "Don't bite the hand that feeds you." Courts have dressed the same concept in the more legalistic terminology of "implied waiver," i.e. the assumption that the beneficiary, by accepting the tendered aid, impliedly waives any right of recourse for wrong done, whereas "strangers to the charity" are permitted to recover. Under this rule employees, guests and pay patients in

a hospital may recover, while patients in the free wards may not.

In the next article in this series, the social implications of the "trust fund"

and of the "implied waiver" doctrine will be discussed, and the present status of the law in other jurisdictions will be summarized.

HOUSE MAGAZINE

serves a real purpose on the campus

GEORGE W. INCE

Former Director of Public Relations
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Alfred, N.Y.

NO MATTER HOW FAR ABROAD YOUR public relations program may extend, it can be no stronger than the relations you enjoy with faculty and staff members. The house magazine, long used by industry, is finally going to work for colleges to build employee *esprit de corps*.

The job of the house magazine is one of information and interpretation. Since the war, colleges have expanded their academic and research programs so rapidly that no single staff member, with the possible exception of the president, could keep track of them. Not even the president could keep up with the feverish postwar activities of faculty members: speeches before civic groups, papers before professional societies, and articles for technical magazines.

MANY PUBLICATIONS APPEARING

In order to tell the story of this expansion, and the people who play a part in it, at least 20 house magazines have appeared on campuses since the fall of 1946.

The College, Pennsylvania State College magazine, explained its appearance in October 1948 this way: "Why (are we here)? Well you've answered that yourself more than once when you've said, 'The college is getting so big it's hard to keep up with.' More and more parts are going into this great mechanism we call Penn State. What they are and what they do to make the wheels go round can

become very puzzling. Maybe we can help make it all clear."

The house magazine neither replaces nor duplicates the student newspaper or the alumni magazine. It is for staff members only, and the present magazines are aimed primarily at the faculty. Some of them go to the entire staff; others are for nonacademic employees only.

Contents of a typical magazine range from personals about staff activities to articles on the university budget. The formula for *Around Alfred*, published monthly by Alfred University, includes features about university departments and employees, biographical sketches of such off-campus personalities as trustees, coverage of university committee work, information about administrative policies, brief glimpses into the history and traditions of the university, personals and a few highlights of alumni activities.

Other magazines follow a similar pattern. *The College* of P.S.C. and *The Minnesotan*, which goes to staff members of the University of Minnesota, include a president's page. Here the college head may explain budget problems, salary schedules, long-range building programs, objectives of development funds, and interrelationships of various components of his institution.

Limited to four pages, *Inside Cornell* concentrated during its first year on features about its 14 departments

¹⁵*Slidekum v. Animal Rescue League of Pittsburgh*, 45 A (2d) 59.

¹⁶*Susmann v. Y.M.C.A.*, 172 P 554.

¹⁷*Schan v. Morgan*, 6 NW (2d) 212.

¹⁸*The Feoffees of Heriots' Hospital v. Ross*, 8 Eng. Reprint 1508.

¹⁹*Mersey Docks Trustees v. Gibbs*, L.R. 1 H.L. 93.

²⁰*McDonald v. Massachusetts General Hospital*, 120 Mass. 432 1876.

²¹*Perry v. House of Refuge*, 63 Md. 20 (1885).

²²*Glavin v. Rhode Island Hospital*, 12 R.I. 411.

and divisions in Ithaca and four others scattered throughout New York State. Other variations of the formula include the University of Colorado's "The 'Over 20-Ers' Korner," in which employes of more than 20 years of service are given special recognition; Penn State's "Who's Who of Students," brief sketches of outstanding undergraduates, and picture pages of campus personalities. Alfred's "Conference Corner" summarizes highlights of meetings attended by staff members. Kent State's faculty contributed some prize "Classroom Boners" to an issue of *Academic Procession*.

EMPHASIZE PERSONALS

The emphasis in all publications is on names. Most of them are used in connection with brief personals about research, academic honors, promotions, travel and other activities. A typical four-page issue of Temple University's *Faculty Record* carried more than 60 names. Barnard's mimeographed *Barnardiana* is composed entirely of such briefs. Magazines going to the entire staff strive hard to give "the little fellow" as good a break as they do department heads.

If trends in editing the magazines may be detected this early, the most important one is a movement away from straight news toward features and "background" articles. At Syracuse University, where *Focus* two years ago replaced its forerunner, *Campus Newsletter*, the switch from straight news to feature and interpretive articles boosted readership from 15 to 87 per cent. "Preaching" is almost nonexistent, although such public relations hints as Kent State's "Tips on Telephone Technic" might come under this classification. The style of writing is chatty and informal. Pictures are being used liberally in the letter-press publications and constitute some of the best college art we have seen anywhere.

Are the college house magazines hitting their target? Their editors, who have had plenty of tangible reactions, are sure of it. Although Louis Bell, director of public information at Penn State, admits that the faculty was "leery at first" he believes it is now "ready to accept us." Bell reports a department head called congratulations on a story in which he had been listed merely as one of the staff. When Bell told him that he might have felt slighted, the head replied, "Everything that goes out of

this department has my name on it. Here's a chance for the others who are doing a good job in their own way to get recognition."

Every college has reported an increase in the number of faculty members who have voluntarily contributed items about their activities. Many personal calls and letters of thanks have given the editors concrete expressions of approval. Criticisms and suggestions have been reported as minor in nature and, for the most part, helpful.

Typical experience is that of Mrs. Aileen P. Winkopp, director of public relations at Barnard College. "The real test," she said, "has been the continued stream of items that the faculty members have voluntarily sent in. This seems to be real proof that they like to read about themselves as well as others."

Meanwhile, certain by-products of value to the colleges have resulted from the magazines. Many of the additional news items received, for instance, have been of sufficient interest for publication in other media. *The Gazette* of Wells College was found a handy medium for publication—as a supplement—of curriculum changes during the year. Many of the magazines have found their way into the homes of staff members, to the enlightenment of employes' wives and children.

DISTRIBUTED COPIES TO PUBLIC

Penn State made its August issue a campus guidebook, then changed the cover and distributed additional copies to the general public. It planned to devote much of another issue to a condensed and popular version of the president's annual report. Kent State

has sent *Academic Procession* to prospective employes to help introduce them to the university. It also sends its publication to former employes for one year following their work at Kent.

INEXPENSIVE GOOD WILL

Most of the magazines are written and edited by one man. In the larger universities, of course, contributing editors representing each department can be organized effectively, as they have been at Temple. Some colleges have set up an advisory board to determine general policies and content.

Circulation varies from 250 to 10,000, with an estimated 40,000 employes receiving magazines last year. Although many of the newest arrivals are mimeographed at nominal expense, at least half a dozen are slick paper publications running into several hundred dollars. It is important to note, however, that even the elaborate letter-press magazines cost only about 10 cents per employe per issue, still a nominal expenditure for good will.

Perhaps the most amazing thing about college house magazines is the lack of them. The gap they have filled on 20 campuses, ranging from a small women's college to one of the biggest state universities, suggests that other colleges have a similar void in their over-all public relations programs. If an institution does not get its story across to its own employes, then its task of selling itself to prospective students, alumni, prospective donors, and the general public must be quite impossible.

When you take to heart the axiom that public relations begins at home, you will want to put a house magazine to work on your campus.

Write for Volume Index

If you bind your volumes of COLLEGE AND UNIVERSITY BUSINESS you will want the index to Volume 8, covering issues from January through June 1950. You may obtain your free copy by writing to COLLEGE AND UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Illinois.

Do **UNIFORMS** make or break nonacademic employees?

B. W. AMES

Director, Nonacademic Personnel
University of Florida

UNIVERSITY EMPLOYEES IN UNIFORM! In some respects this idea has merit. The advantage of uniformed employees is obvious to a stranger on the campus. Here is someone from whom he can ask directions. But the average college

administrator has his doubts. What classes of employees should be uniformed? How much will it cost? To what end does an educational institution need to mimic a factory or a hotel?

The survey presented here is not an opinion poll, nor does it ask any controversial questions except employee reaction. All it seeks to find out are the present practices on college and university campuses with respect to dis-

UNIFORMS IN SECONDARY AND POSTSECONDARY INSTITUTIONS IN 50 COLLEGES											
Institution	City	State	Furnished by	FURNISHED BY		WORN BY		IDENTIFYING COLOR	EMPLOYEE REACTION		
				School	Employee	School	Employee		No. Comment	Favorable	
Alabama State	Montgomery	Ala.	State	41	9	41	1	white, 23; tan, 1; green, 5; black, 1; blue, 3; gray, 1; yellow, 2	20	33	
Arkansas State	Fayetteville	Ark.	State	9	6	9	6	white, 7	10	7	
California State	Fresno	Calif.	State	2	2	2	2	white, 3; blue, 1; green, 1; gray, 1; red, white, 1	1	7	
Colorado State	Ft. Collins	Colo.	State	16	16	16	16	white, 20	22	5	
Connecticut State	Hartford	Conn.	State	1	1	1	1	white, 1	2	7	
Delaware State	Dover	Del.	State	3	3	3	3	white, 2	3	...	
Florida State	Tallahassee	Fla.	State	7	7	7	7	tan, 2	...	2	
Georgia State	Atlanta	Georgia	State	1	1	1	1	green, blue, 2	2	...	
Illinois State	Normal	Ill.	State	2	2	2	2	blue, pink or gray	4	2	
Indiana State	Terre Haute	Ind.	State	2	3	2	4	blue, 3; black, 2	...	1	
Iowa State	Ames	Iowa	State	1	1	1	1	white, 1	...	1	
Kansas State	Manhattan	Kan.	State	7	14	7	14	blue, 5; gray, 2; black, 1	6	10	
Kentucky State	Frankfort	Kent.	State	3	14	3	14	blue, 7; black, 3; green, 3; white, 1	9	14	
Louisiana State	Baton Rouge	La.	State	4	4	4	4	blue, 1; black, 1; blue and black, 1	...	5	
Maine State	Bangor	Maine	State	1	11	1	11	blue, 5; gray, 2; black, 1	3	8	
Michigan State	Lansing	Mich.	State	5	5	5	5	blue, 3; brown, 1	...	2	
Minnesota State	Mankato	Minn.	State	3	10	3	10	green, 2; black, 1	2	4	
Mississippi State	Jackson	Miss.	State	1	1	1	1	white, cash	1	...	
Missouri State	Warrensburg	Mo.	State	1	1	1	1	blue	...	1	
Montana State	Bozeman	Mont.	State	2	2	2	2	white	...	1	

inctive uniforms for nonacademic personnel.

Survey results are based on replies from 60 institutions, of which all but four have certain classes of employees in uniform. But a pertinent fact emerges from all these replies. With few exceptions, uniforms are not indicative of college or university employment as such; they are customary uniforms of the class or profession the employee is in. Nurses wear uniforms whether they work for the infirmary or a private hospital; food service employees are dressed similarly to those in like occupations everywhere; in most instances campus police differ in uniform from city police mainly in the shoulder insignia or equivalent badges of authority. Laboratory technicians and other types of technicians in research divisions, as distinguished from medical technicians in the health service, wear rubber aprons or similar protection for their regular clothes, but are not considered as being in uniform.

The same would seem to apply to photostat operators and women machine operators in printing shops; one would question whether these wear uniforms or protective clothing. They are not in uniform because they are university employees but because they belong to an occupational group where uniforms are the common practice.

This leaves two broad groups to be considered: maintenance employees and clerical employees. Four institutions make uniforms compulsory for maintenance employees and two leave them optional. One institution specified painters, a classification commonly found in uniform everywhere. Probably all institutions would have listed painters if they had thought of it, for the customary white cap and overalls are part of any painter's personal equipment. The same institution also reported that painters furnished their own uniforms, with the university doing the laundering, for a nominal charge of around \$1 a month. Another institution named mechanics and drivers, and two named engineers.

Of the two institutions where uniforms are optional, one listed power plant employees in green uniforms. The report from the other institution is interesting enough to quote as follows: "Some maintenance men (like carpenters) have very decided uniform preferences. These men buy what they want and are reimbursed. We launder for them." One doubts if there is enough uniformity here to consider

these employees as being in uniform. The only instances in which clerical employees are required to be in uniform is in the health service. Three institutions require such uniforms and buy and launder them without charge to the employee.

In any survey calling for "yes" or "no" answers, there are bound to be exceptions. Some institutions bear part of the cost of uniforms, either on a proportionate basis or by having the employee buy one uniform and the institution buy one. The same applies to the expense of laundering, where the institution will pay part of the cost.

NO UNFAVORABLE REPORTS

Because a storm of protest was bound to arise if any college administration should insist upon faculty wearing uniforms (except the traditional cap and gown upon formal occasions), it seemed advisable to find out what reaction nonacademic employees might have toward such a policy. The reports have been uniformly favorable; there were no unfavorable reports, although a number of institutions made no comment. Since some of the replies contained opinions of general interest to personnel officers, a few of them are quoted herewith:

"Since expense is saved by reducing wear on clothes, most employees are pleased."

"Reaction excellent, even where they have to purchase uniforms."

"As far as I know they are content with the system the way it is. If we were to put all tradesmen and service employees into uniform and pay for the uniforms and the laundry thereof, they would think it a fine idea, too!"

"They feel it is quite practical—saves their clothing and money."

"They feel that it is some compensation for a lower than union wage scale."

"Employees are proud of their uniforms and cooperate with us in keeping them clean."

The survey question about cost of uniforms was answered by 35 institutions. The other 21 colleges made no answer or stated that data were unavailable. Those institutions that furnished cost data made a sincere effort to be helpful. But the indefiniteness of the survey question resulted in several different bases for making replies, evident from the following summary.

Those institutions reporting the total cost of all uniforms per year supplied figures ranging from \$250 to

\$18,600. These figures are, in a large measure, meaningless without further data on the size of the institution and the number of employees. However, it is readily evident that the cost of uniforms can soon amount to a sizable sum. One institution reported a request for uniforms from employees in a certain classification, but the request has not been granted because of the estimated cost. It looks as though the point has been reached where the advantages of uniforms must be weighed carefully in terms of increased costs.

Those institutions giving over-all figures report that the costs of both uniforms and laundering ranged from \$1000 a year to \$20,000. One figure of \$35 per year is evidently on a per employee basis. The food service of one institution has an over-all cost of \$62 per employee a year, covering uniforms and laundering.

Professional employees, such as doctors, nurses and dietitians, generally pay for their own uniforms. The tabulated figures on these employees are subject to some error because many institutions did not separate these professional employees from the other health service and food service employees. However, enough of them stated that it is customary for nurses and dietitians to furnish and launder their own uniforms so that it can be accepted as common practice.

Food service uniform costs (excluding dietitians) range from \$800 to \$7211, with the per capita cost averaging about \$6.

Health service uniforms range in cost from \$5 to \$14 per employee. One institution gave \$52 a year as the cost of uniforms and laundering and another gave a total annual cost of \$8250.

Campus police and watchmen have the most expensive uniforms, ranging from \$60 to \$225 per employee. Several institutions share the cost with the employee, such as the school buying one uniform and the employee one. The institution that puts its power plant employees in uniform reports a cost of \$1600.

While the figures are far from complete, they will give college administrators a general idea of what to expect in the way of expense.

Employee reaction does not seem to be a problem. The wearing of uniforms always can be started on an optional basis so that dissenters can take it or leave it. It is in the matter of expense that the administrator needs to give serious thought.



Organizing and

Mechanical equipment that has effected considerable savings includes (left) a leaf gatherer and (right) sidewalk snow plow.

A VITAL PART OF ANY COLLEGE OR university is its physical plant. At times some members of the academic staff are of the opinion that we over-emphasize the plant and its upkeep and, in a period of rising costs, complain that we are bound to maintain the buildings even though this may leave insufficient funds to conduct courses. Except in Florida, where it is pleasant to instruct in the shade on a lawn, a successful college or university must have a properly maintained and an efficiently operated plant.

The purpose of a department of buildings and grounds is to operate and maintain the physical plant in a satisfactory manner. The personnel making up an operating and maintenance organization will vary according to the size of the plant. The duties of such an organization and the work required of it are complex, and sometimes subject to duplication and overlapping. Consequently, it is of prime importance that such an organization be efficient and versatile in order to render proper service without waste.

Each college or university has its own problems; therefore, there is no standard organization chart that would apply. However, the chart on page 46 indicates in a general way the organization and function of a college buildings and grounds department.

The superintendent will require a force relative to the amount of work carried on and the details that must be reported and recorded. Certain details are essential for proper control of operations and maintenance, but be-

cause of the financial setup or other reasons some colleges or universities require more data than others require. The general force would be composed of staff and office groups, consisting of an assistant, engineer, estimator, draftsman; also a secretary, order clerk, and a bookkeeper.

The supervisory staff will be directly dependent on the size of the crew but, in general, will consist of a foreman for each trade and a caretaking supervisor.

The foremen, or on-the-job supervisors, are key personnel. Great care should be taken in their selection. They are the ones who carry out the policies of the department and act as the spark plugs that make the engine run smoothly.

Over-all problems relative to personnel, wages, working conditions, and contract negotiations, as well as policies for the carrying out of work, should be brought to the attention of the superintendent. If possible, minor problems and grievances should be settled by the foremen of the respective trades involved. Normally, contract negotiations would be carried on and concluded by the person delegated for this purpose by the college or university administration.

The regular operation of a buildings and grounds department consists of two phases: (1) day by day operations, such as janitor service, heat and light, and (2) periodic operations, such as maintenance and repair work.

Efforts should be made to obtain smooth, coordinating functional op-

erations. For example, the caretakers do regular cleaning and, in addition, wherever possible, perform certain minor items of adjustment or servicing, such as tightening hardware, replacing shade pulls, oiling hinges, and similar handy-man work, and report other items of repair requiring attention of skilled mechanics, such as repairing hardware, replacing sash cords, adjusting sash, patching plaster, and fixing roof leaks. In this way the entire job can be carried on without overlapping.

Work division should be somewhat along the following pattern:

1. Daily: janitor and maid services; heat, light, power; minor repairs.
2. Periodic: painting; repairs to existing plant; alterations and improvements.
3. Other: groundsmen; police; miscellaneous, such as snow removal.
4. Flexibility of organization, to take care of emergencies.

Since the primary function of the organization is to keep the plant running, it must be set up to take care of emergencies at any time. No one can tell when a fuse will blow, an ammonia pipe will break, or the college will become buried by a blizzard. We have had an enterprising student get loose in an electric control room and pull a main switch with the consequent confusion. Immediate action is necessary, either by a man at work in the vicinity or, if it is out of hours, by getting a man on the job and into action in the least possible time. An efficient means of communication is essential.

As an example of flexibility in organization, plans should be made well in advance of snow storms. The area should be zoned, with each supervisor and his crew knowing just what their part of the work is to be. Allowance should be made for breakdowns in

operating the **B & G** department

CECIL A. ROBERTS

Superintendent, Department of Buildings and Grounds
Harvard University



equipment and quick facilities for repairs provided. Personnel should be organized so that relief men will be available. Established contacts with local sources for supplementary rented equipment with operators are important, since it is not practical to own sufficient equipment to care for exceptional storms. In the event of an emergency, routine work should be deferred wherever possible to provide additional manpower.

The use of mechanical equipment for snow removal has become mandatory with the greatly increased cost of labor. Before purchasing equipment, consideration must be made of the money to be invested in order to obtain the greatest possible utilization of such equipment, not only for snow plowing in the winter but also for gardening and care of grounds work during other seasons. Some units, usable only for snow removal or too expensive for the college, possibly could be considered on a rental basis.

The foreman of a crew is responsible not only for the cost but also for the quality of work. Therefore, it is imperative that he select and hire his

own men, as well as pass on the qualifications of such men. In larger plants, a good apprentice training program will help fill the needs for properly trained mechanics required. Such a program must be carefully worked out to train men properly and not merely to provide a source of cheap handyman labor.

Small colleges and universities that cannot afford or do not require a large buildings and grounds organization should have at least the nucleus and should supplement the staff with services from other sources as needed.

Facilities required by a large buildings and grounds organization include:

1. Buildings and grounds shop; woodworking equipment; tinning and roofing equipment; key shop; meter repair equipment; upholstery and shade equipment; general machine shop, lathe, drill; electrical repair equipment; vehicle and motor repair equipment; general stores.

2. Lawn equipment, such as mowers and rototillers; snow removal equipment; trucks.

With rising labor costs, the proper use of mechanical equipment to reduce

such costs is a must. Care must be exercised not to go overboard with these devices. We must make sure that the device will make a saving. First, analyze the job to be sure that the manual labor is working effectively and efficiently. If this is true, then any savings that can be effected by using equipment will be worth while.

Suggestions for equipment that would effect a saving include a sidewalk plow; snow thrower; leaf gatherer; magnetic pipe locator; wall washing machine; rototiller; electric drain cleaner; portable staging.

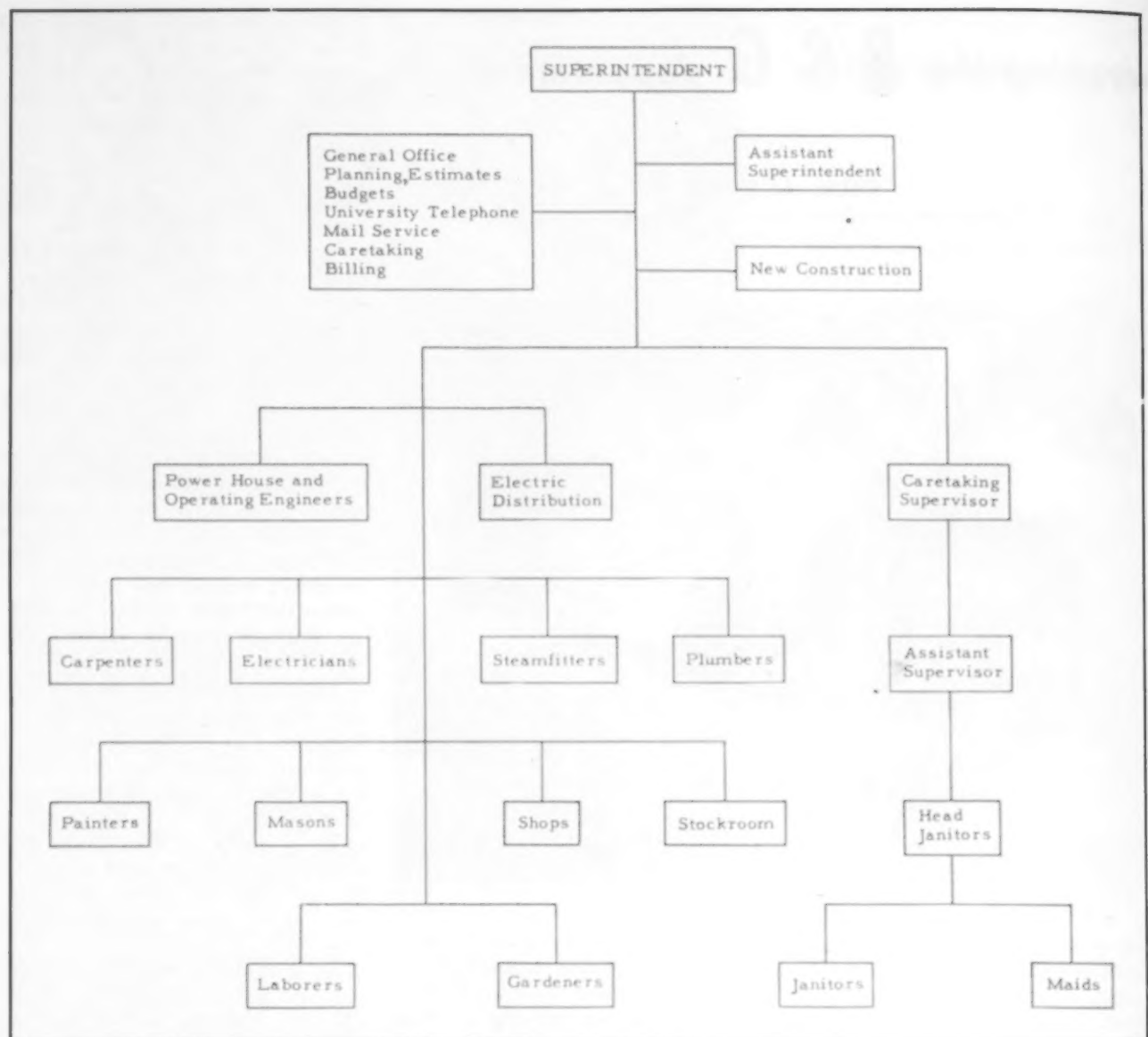
Unexpected publicity out of proportion to the expenditure was received recently when we invested in a magnetic pipe locator. It is rather difficult to determine the exact savings gained, but anyone who has had the experience of trying to locate a pipe by cross trenching will agree that a device that locates the pipe or where the stoppage point is, within a few inches, is a money saver.

There is no substitute for daily contact with maintenance problems to keep one alert to the possibilities of preventive measures when a new building is being planned. As an example, after one has had to cut out plaster in order to re-anchor door bucks that were not properly installed originally, he will take an active interest in planning the proper installation of this item.

An arrangement whereby the buildings and grounds department can be consulted from the start of planning new construction is most desirable. Architects and mechanical engineers will find that much help can be obtained from people who are familiar with the site and surrounding conditions. Such items as location of underground piping and obstruction, certain types of fixtures that have become standard in an institution (to reduce inventory and cost of maintenance and to make parts available for replacement without delay), and actual experience with various materials can and should be incorporated into the plans and specifications of a proposed building.

A general outline of the points to be borne in mind to plan properly for maintenance in new construction follows:

1. Collaborate with the architects and engineers from the start. When maintenance people are asked to comment on *completed* plans and specifications, it often is too late to incorporate desirable features.



Organization Chart

2. Submit lists of standard items used in the college that you would like to have in the new building.

3. Point out trouble spots that have come to your attention through experience, such as cornice design, skylight details that may cause trouble, types of windows, and plumbing fixtures with which trouble has been experienced.

4. When plans and specifications have been developed, but before they are sent out for bids, review them by having each trade foreman (carpenter, plumber and electrician) examine the plans carefully and make suggestions. The foremen will be much interested in this procedure and many practical suggestions will result. Review these suggestions with the architect.

5. The clerk of works preferably should have had experience in the maintenance field. A good procedure is to use someone from the buildings

and grounds organization, if qualified, to supervise the construction work. Thus a member of your own organization will be familiar with the new building from the ground up. This is important, as maintenance costs often are reduced if the person can put his finger on the cause without the delay of guessing or actually cutting out to uncover construction faults.

6. When the new building has been accepted by the owners, a complete set of plans on linen and specifications properly bound should be on file in the department of buildings and grounds.

A carefully thought out system of sub-orders is essential to a smooth operating buildings and grounds unit. It is important to get all applicable information to the foreman and workmen in detail so that the work can be done with a minimum of lost time once the man arrives on the job.

Bookkeeping and cost reports must be provided for so that the proper charges will be made and financial control of the work maintained. Costs obtained also provide necessary information that can be used in making other estimates and operating budgets. In addition, periodic and final costs will provide the foreman with a gauge of the production of his crew.

The operation of a department of buildings and grounds is not an exact science. The work does not lend itself at all times to rigid lines of demarcation. In some cases overlapping duties may mean a saving and should be encouraged. There always will be people who are cold when they should be warm, and vice versa, and there will be criticism from the "sidewalk superintendents" to whom the whole thing looks so easy—but good organization and planning will pay big dividends.

ARE YOU LOOKING FOR EXTRA VOLUME that will keep the cost of your food service at a minimum? Do you realize that a catering department in your food service organization will provide a source of revenue that can be used to reduce the price of the standard daily menu? Most college feeding establishments are already equipped to do a good volume of catering business and, with a minimum of expense, can handle with ease all the social functions and special orders on a campus and utilize the profits from this special service in keeping the cost at a minimum for the students.

At the University of Mississippi the greatest source of revenue from catering comes from the meals served in the three private dining rooms of the cafeteria. These rooms are located on the same floor with the main kitchen, salad room, and storage refrigerators and are serviced from these departments. No extra cooks or salad makers are required to produce the special orders for these dining rooms, and the cafeteria facilities are utilized at no extra cost. With dining rooms adjacent to the production department, supervision is easy and labor cost can be controlled.

HELP NO PROBLEM

Only two full-time waiters are necessary, since workers from other departments can be used for serving. Special crews, like the bakery employees, are usually available at mealtime and, in addition to their regular duties, can be given special training in dining room service.

The cafeteria dining rooms are attractive and spacious enough for popular usage. The largest room seats 150, another can be used for parties of 100, and the smallest room is suitable for groups of 30 or less. Parties that need more space are served in one wing of the main dining room or in the auxiliary cafeteria.

The popularity of these dining rooms is shown by their almost constant use. Last year, for example, they were engaged by 568 different groups for more than 25,000 meals. Campus fraternities and sororities have permanent reservations for the scholastic year, and other clubs and faculty groups find many occasions for the use of the dining rooms in functions ranging from the entertainment of campus visitors to afternoon club teas.

Menus for luncheons and dinners can be as simple and economical as is

CATERING *service on the college campus*

H. W. BOUNDS

Director of Food Services
University of Mississippi

the regular cafeteria menu for the day or as elaborate and expensive as the occasion demands. Student groups choose economical meals for their regular meetings but for special occasions prefer individually selected menus. The price of these meals is determined by the entrée and special party setting. If the party calls for special pastries or other items that require these arts, the head baker and chief cook, who are trained in fancy decorating, use their skill effectively. The profit, of course, is greater on the more elaborate parties than on the standard type.

Intermission parties are sometimes held in the dining rooms. This service is especially convenient for entertaining the guest orchestras that are invited for student dances. Refreshments for this type of party are prepared in advance and usually served buffet style to minimize labor cost.

Another catering project that is in great demand is a buffet service operated for the convenience of students living in the fraternity and sorority houses on the campus. Food is prepared in the cafeteria kitchen, packed in hot or cold vacuum carriers, and delivered to the houses by the storeroom porters. The food can be conveniently served directly from the carriers without waiter service and is as fresh and appetizing as when it left the kitchen.

During the summer session the picnic service is popular. Simple picnic lunches can be prepared in the cafeteria kitchen and packed in individual picnic boxes. These lunches usually include fried chicken, sandwiches, fruit and dessert and sell for a standard price. Service on larger picnics ranges from simple foods prepared on the picnic site to full course dinners, transported in vacuum carriers and served by cafeteria waiters. Picnic equipment is rented to those who wish to prepare their own food, but no fee is required if the cafeteria is in charge

of the preparation. Picnic service has many advantages in serving large crowds and can be handled with greater ease than formal service. Outstanding in last year's picnic service was a fish-fry held at a near-by lake resort. The fish were fried on the spot by the cafeteria personnel and served to more than 300 coaches who were guests of the university.

SMALL SPECIAL ORDERS

Another service that the university cafeteria offers is preparation of small food orders for special occasions. This includes such items as cakes for birthdays and weddings, special pastries, baked hams and turkeys, tea sandwiches, salads, cold meats, punch, coffee and hot chocolate, in addition to any selection from the day's menu. This service is available to students and university personnel with delivery for campus orders.

The students and faculty on a college campus need the convenience of a catering department that is accessible and designed primarily for their own needs. They are entitled to the benefits that such a system offers. Quantity purchasing by the cafeteria, a minimum of extra labor and overtime pay, and a lower margin of profit naturally tend to reduce the price of food, thereby making the cost of college catering lower than that of the commercial operator.

Among the advantages that catering offers the food service department, the creation of better relations between the feeding establishment and its campus clientele must not be overlooked. By catering to the social functions of the campus, it becomes a necessary part of campus life; by doing its job well, it earns the good will of faculty and students. As the revenue from catering increases the food service income, the management is able to improve its service and lower its standard food prices.

There are two basic steps in

PRECOSTING MENUS

JACK MARTIN

Director, School of Hotel and Restaurant Management
University of Denver

THE STUDENT CAFETERIA AT THE University of Denver is operated for the university by the school of hotel and restaurant management. At its inception three years ago, university officials decided to attempt to give the highest quality meal for a minimum price. The operation was set up on a nonprofit basis with the university furnishing the building and equipment.

After several months of operation, observation indicated that, in view of other costs, a raw food cost of 50 per cent of the sales dollar would give the student customers a meal of good quality and the luncheons and dinners could be fairly priced at 50 and 70 cents. The cost of labor, supplies, employees' meals, laundry, and the like became "fixed" within a few points and a 50 per cent food cost would put the operation within the scope of the break-even basis demanded by university policy.

NEED FOR PRECOSTING MENUS

Further experience showed that factors other than food cost could be budgeted and controlled accurately but that food cost would at times run as high as 67 per cent, which, of course, put the operation at a loss. All possible points of operation were checked. Seasonal price changes as they applied to menu making were studied. Control through receiving, storing and issuing was established. Portion counts were made and the actual number of portions collected for at the cash register was compared with kitchen production sheets. Even though discrepancies were found and adjustments made to correct them, it was still im-

possible to attain the 50 per cent food cost desired. It finally became apparent that the menu was at fault, *i.e.* that we were selling food at prices that would not give the return needed. In short, the food was too expensive for the class of operation we were running.

Because there was no possibility of raising prices, we were faced with the problem of using recipes and dishes that could be served for 50 and 70 cents and coming out with a 50 per cent food cost. Coupled with the cost of the raw materials in the recipe, it also became necessary to set new portion standards with each.

We found that the precosting of menus involved two basic steps: (1) costing meats, vegetables and other products that were trimmed or peeled prior to cooking—where there was a difference between edible weights and purchased weights; (2) setting up the recipe on cost forms so that each item on the menu revealed its true cost and could be figured in the total meal.

COSTING MEATS AND VEGETABLES

Meats. Costing was accomplished by taking a weighed piece of meat with its market price per pound and in total. The meat was broken down

into its essential parts (all of our rounds are butchered by separating the tissue according to its natural muscular structure), and the yield of each was weighed and priced after allowance for bone, fat and waste (Table 1). This gives unit costs for each item that would be used in a recipe. Unit costs are recalculated when market prices vary more than 4 cents a pound.

Vegetables. Potatoes, carrots and similar vegetables were weighed before and after they were peeled, and a new unit cost was calculated on the basis of the edible weights. Losses varied from 35 per cent on Red McClure potatoes to 5 per cent on peeled onions.

Setting the recipe on cost forms was the most difficult phase of precosting because it involved getting those in the kitchen to put into writing what they had always done by routine. Some of our people were unwilling to part with what they considered trade secrets and others had cooked a dish by rule of thumb for so long that they could not reduce the process to writing. It became apparent at once that each recipe would have to be developed, tested and then recorded before we could hope to succeed in controlling our food costs.

Forms were developed for recording recipes (Recipe Work Sheet, Tables 2 and 3), and as soon as a dish was found that we thought we could afford, a basic recipe was written up. Then items on the recipe were pre-

TABLE 1—MEAT CUTTING TEST: ROUND OF BEEF OF GOOD QUALITY

ITEM	WEIGHT	PER CENT	PRICE	VALUE
Round of Beef.....	61 1/4 lb.	100.00	\$0.46	\$28.17 1/2
1st Class Meat.....	37 lb.	60.41	0.62	22.80 3/4
2d Class Meat.....	9 1/4 lb.	15.10	0.45	4.16 1/4
Fat.....	4 1/2 lb.	7.34	0.15	0.67 1/2
Bones.....	9 1/2 lb.	15.51	0.04	0.38
Marrow.....	8 oz.	0.8	0.30	0.15
Waste.....	8 oz.	0.8
Round of Beef of Good Quality: \$0.46 lb.				Nov. 1, 1949

TABLE 2—RECIPE WORK SHEET—Hungarian Goulash

TOTAL YIELD: 319 LB.

NUMBER OF PORTIONS: 565

SIZE OF PORTION: 7 OZ.

INGREDIENTS	AMOUNT		COUNT	COST PER UNIT	TOTAL COST
	WEIGHT PURCHASED	EDIBLE			
Beef Stew, chuck, cut in 1 oz. pieces	133 lb.	106 lb.	1696 pc.	\$0.40 lb.	\$53.20
Fat.....	4 lb.	4 lb.		0.15 lb.	0.60
Paprika.....	8 oz.	8 oz.		1.28 lb.	0.08
Garlic.....	1½ oz.	1½ oz.		0.45 lb.	0.03
Caraway Seed.....	1 oz.	1 oz.		0.41 lb.	0.025
Onions.....	55 lb.	50 lb.		0.03 lb.	1.50
Tomatoes (whole).....		4 lb. 10 oz.		0.66 No. 10	2.64
Tomato Puree.....		3 lb. 10 oz.		0.686 No. 10	2.06
Salt.....	2½ lb.	2½ lb.		0.014 lb.	0.04
Potatoes, cut in 1 oz. pieces.....	121 lb.	110 lb.	1760 pc.	0.03 lb.	3.63
Total Cost.....					\$63.805
Cost per Portion.....					0.113

Labor: Hours to prepare: 1.

Cooking Time: 3 hours.

Directions: Smother onions in fat. Stir in paprika, allow paprika to heat but do not burn. Add small amount of water, salt, garlic, caraway seed, meat and tomatoes and puree. Simmer two hours. Add potatoes and cook until all ingredients are tender. Stir as little as possible after the potatoes are added. Serve in casserole: 3 ounces of meat and 3 ounces of potatoes.

Jan. 31, 1950

costed and a record was made of this. The instructions for preparation were then added and the dish was prepared in small quantity for taste testing. Teachers, students in the hotel school, and others were given samples to taste. The recipe was changed to conform with their comments. Usually another test was made from the adjusted recipe, and as a rule for final check some of the product was served on the cafeteria line in order to watch customer reaction. If the dish met all tests satisfactorily, the recipe was written up for filing in its final form.

We now have a complete file on all raw materials and recipes, including juices, salads and sandwiches. Anyone considering adopting a plan of this sort should understand that it is a long and endless job. Our file has been more than two years in the making and is subject to changes almost daily.

CONTROL OF RAW MATERIALS

Menus are made one week in advance. The manager uses her knowledge of market conditions and of the popularity of certain items as a basis for selection. Some items, such as apple pie, are prepared daily; others at irregular intervals in order to keep students from saying, "Well, today is Thursday so expect liver and bacon at the cafeteria." Before a menu is to be served a copy is sent to the storekeeper, who sees that exactly the quantities of food called for on each recipe are placed in readiness for preparation. This is all the food available to the cooks.

This plan was adopted because at first even with standard recipes and procedure cooks insisted on "adding one more egg" or "just another square of butter." This, of course, ruined any attempt at control. Now our storeroom and walk-in refrigerators are accessible only to the manager and storekeeper. The cooks have latitude in seasoning and flavoring, such as adding another lemon since lemons vary in taste, but if there is repeated need for variance in seasoning and flavoring, the basic recipe is changed to fit the case. The procedure on each work sheet is stressed, and the cooks are supposed to follow through in detail although it is difficult to hold a

cook to the directions if he has had experience in preparing a dish.

RESULTS OF PRECOSTING

Besides giving a uniform product and the customer a better quality of food, the value of precosting menus lies in accurate prediction of food costs. Using this method of food cost prediction, we have been able to control our cost within a percentage point over the last two years of operation. Our food cost has dropped from 66.6 per cent to 49.7 during this period.

Another valuable by-product of the use of this method is the "cost-consciousness" that has developed in the staff. For instance, cooks commonly thought of the cost of a pound of meat as being the market price of a wholesale cut. We found that about 25 per cent of the wholesale cut was lost in trim during fabrication and that this expense had to be absorbed in the edible portion of the meat. The cooks now realize the importance of the cost of each item as it relates to the menu and have done much to improve the operation through their interest.

Credit must be given to excellent management and supervision since they are directly responsible for the success of the system. We are convinced that, as a tool in the hands of good management, standardized recipes, precosted and properly used in menu construction, will be well worth the cost and effort of their development. It may mean the difference between profit and loss.

TABLE 3—RECIPE WORK SHEET—Apple Pie

TOTAL YIELD: 5 8 INCH PIES

NUMBER PORTIONS: 30

SIZE OF PORTION: 1/6

INGREDIENTS	AMOUNT		COUNT	COST PER UNIT	TOTAL COST
	WEIGHT PURCHASED	EDIBLE WEIGHT			
Pastry Flour.....	1 lb. 8 oz.	1 lb. 8 oz.		\$0.06 lb.	\$0.09
Lard.....	1 lb. 2 oz.	1 lb. 2 oz.		0.14 lb.	0.158
Buttermilk.....	8 oz.	8 oz.		0.12 qt.	0.03
Salt.....	1 oz.	1 oz.		0.02	0.001
Frozen Apples.....	3 lb.	3 lb.		0.15 lb.	0.45
Sugar, granulated.....	1 lb. 8 oz.	1 lb. 8 oz.		0.09 lb.	0.135
Cornstarch.....	3 oz.	3 oz.		0.07 lb.	0.013
Water and Apple Juice.....			1 qt.		
Cinnamon.....			1 tsp.	0.56 lb.	0.004
Total Cost.....					\$0.881
Cost per Portion.....					0.029

Labor: Hours to prepare: 1.

Cooking Time: 45 minutes.

Directions: Mix flour, salt and lard coarsely together. Add buttermilk and with the least possible motion make a soft dough and let it rest in the icebox for one hour or overnight. Drain juice from defrosted apples and add sufficient water to bring it up to one quart of liquid. Save enough of this liquid to dissolve the cornstarch, then add 1 pound of sugar and bring it to a boil. As soon as boiling, stir in dissolved cornstarch and cook until clear. Take off fire, add apples, ½ pound of sugar, and 1 teaspoon cinnamon. Cool before using.

NEWS

**Talk Eventual Federation of Business Officer Associations . . . Expect
Deferment Policy for Draftees . . . Argue War Problems at Meeting of
Educators . . . A.C.E. Offers Services to Uncle Sam . . . New Cut-Off Dates**

Expect Announcement by Selective Service on Deferment Policy

WASHINGTON, D.C.—It is anticipated that Selective Service will announce some definite policy within the next few months which will assure a continuous flow of selected students into positions requiring a high degree of education. According to present regulations, students who receive their initial call for induction while enrolled full time in a college or university will, by law, have their induction postponed to the end of the academic year.

National Headquarters of Selective Service has authorized local selective service boards to defer students, both undergraduate and graduate, who re-

ceive their notice for induction prior to the beginning of this academic year if (1) they have completed at least one academic year; (2) they were in the upper half of their class during the last academic year enrolled, and (3) they had made arrangements prior to Aug. 1, 1950, to enroll in a full-time course of instruction at a college or university or similar institution of learning for the academic year ending in the spring of 1951.

It has been pointed out that this authorization of deferment does not rescind the provisions for deferment of students in preprofessional courses in the health fields as originally authorized in Local Board Memorandum No. 7. The memorandum was issued almost two years ago, on Nov. 2, 1948.

Representatives Meet to Discuss Federation of C.U.B.O. and N.A.E.B.

CHICAGO.—In order to discuss closer coordination of activities of the regional associations of college and university business officers and the National Association of Educational Buyers, a meeting of regional association representatives was to be held September 11 and 12 at the Illini Center here.

The meeting of the association representatives was initiated by Jamie R. Anthony, comptroller of Georgia Institute of Technology and president of the Southern Association of College and University Business Officers. Noting that the various college business officer associations had passed resolutions in recent annual meetings urging the possibility of a federation of regional groups, Mr. Anthony suggested a conference to discuss mutual problems.

Representatives for this first joint meeting were to be limited to the current president and secretary-treasurer of each group. Those attending the meeting, or indicating that they planned to attend, included John K. Selleck, University of Nebraska, and C. C. DeLong, University of Illinois, who are president and secretary-treasurer, respectively, of the Central Association of College and University Business Officers; H. R. Patton, Carnegie Institute of Technology, and Irwin K. French, Middlebury College, who represented the Eastern Association of College and University Business Officers as president and secretary-treasurer, respectively; Jamie R. Anthony, Georgia Institute of Technology, and Gerald D. Henderson, Vanderbilt University, as president and secretary-treasurer, respectively, of the Southern Association of College and University Business Officers; Elton D. Phillips,

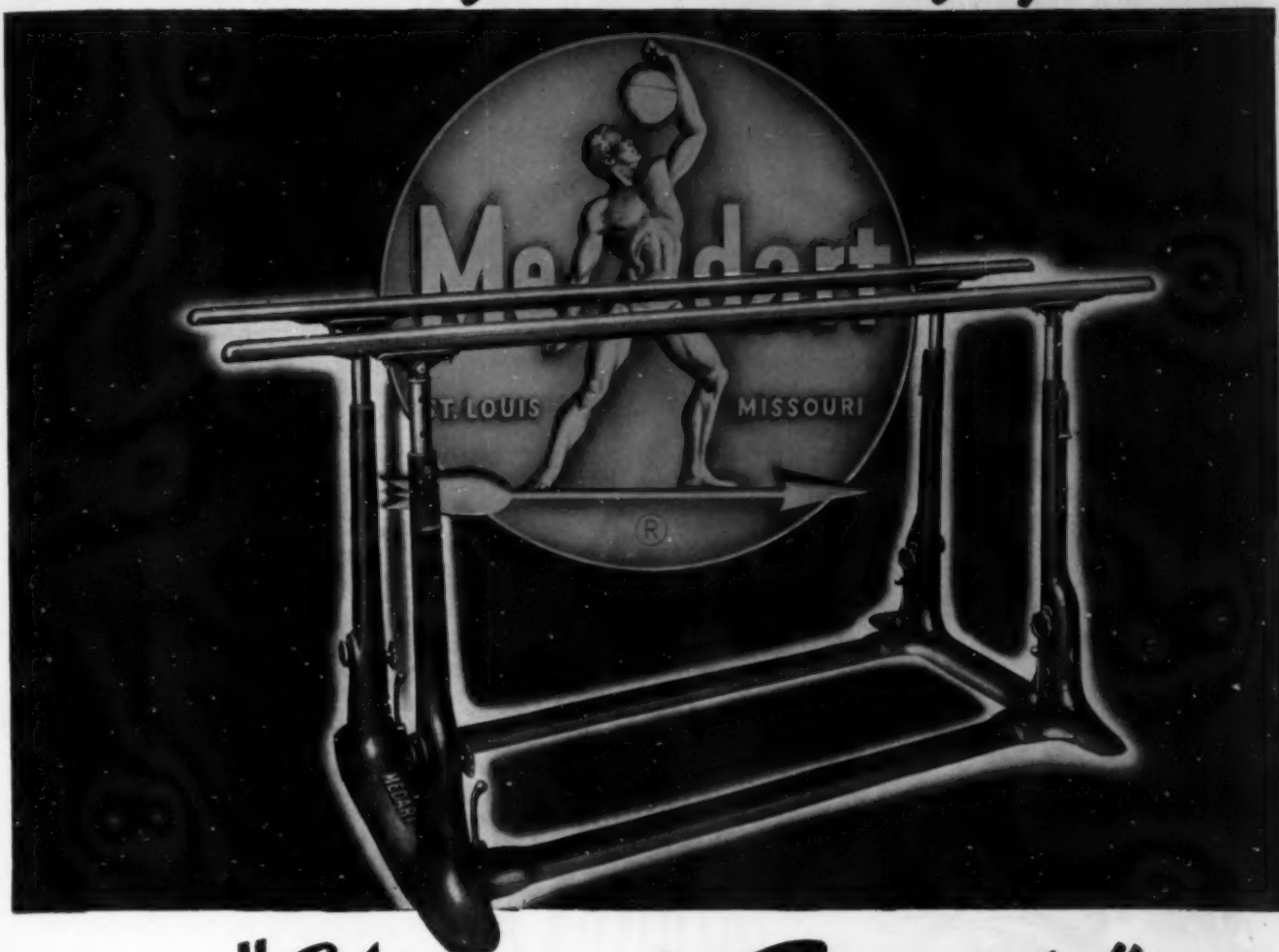
Business Personnel Attends Workshop at Omaha



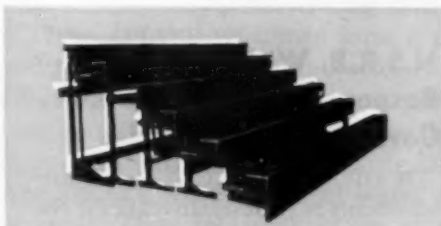
Faculty at workshop on college business management held at the University of Omaha July 31 to August 5 included (above) E. Clarendon Smith, business manager, MacMurray College; F. H. Gorman, University of Omaha; John Dale Russell, chief, division of

higher education, U.S. Office of Education, who conducted the workshop; Boardman Bump, treasurer, Mount Holyoke College, and Harold T. Porter, purchasing agent of Tulane University. More than 70 business officers and administrative personnel attended.

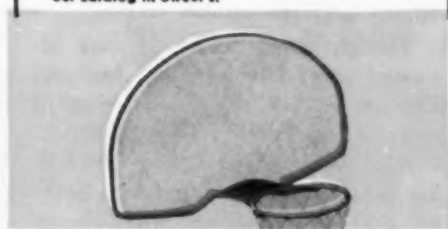
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NEWS

University of Southern California, and James M. Miller, University of California, as president and secretary-treasurer, respectively, of the Western Association of College and University Business Officers; W. A. Hamilton, Lincoln University, and L. H. Foster Jr., Tuskegee Institute, who represented the American Association of College and University Business Officers as president and secretary-treasurer, respectively.

The National Association of Educa-

tional Buyers was represented by Rev. J. Leo Sullivan, College of the Holy Cross, and Bert C. Ahrens, president and executive secretary, respectively.

It was anticipated that discussion would center upon what might be done to integrate more effectively the work of regional business officer associations during the currently unsettled international situation and to work toward a tentative proposal for a federation of the various groups. Press deadlines for COLLEGE AND UNIVER-

SITY BUSINESS prevent publication of a report of the meeting before the October issue.

New Ruling for Veterans Returning to Active Service

WASHINGTON, D.C.—Veterans who have started G.I. bill studies and interrupt them to go back into active military service will not be bound by the July 25, 1951, cut-off date for returning to training, according to an announcement by Carl R. Gray Jr., veterans' administrator.

Mr. Gray pointed out that they will be allowed to resume their training within a "reasonable period" following their release from active service, even though they got out after the deadline date. Under this new ruling, a veteran will have to meet the following requirements:

1. The conduct and progress in his G.I. bill course must have been satisfactory.
2. The amount of training he may obtain after he gets out of uniform will be limited by his remaining G.I. bill entitlement.
3. His course may not extend beyond the wind-up of the G.I. bill program on July 25, 1956.

According to the law, the July 25, 1951, cut-off date applies to World War II veterans discharged before July 25, 1947. For those few discharged afterward, the cut-off date is four years from date of discharge.

N.S.R.B. Will Allocate Responsibilities to Governmental Agencies

WASHINGTON, D.C.—Preliminary statements by representatives of the National Security Resources Board indicate that the board does not expect to become an operating agency such as the War Manpower Commission in World War II.

Though the powers that are allocated to N.S.R.B. by the National Defense Act of 1947 are similar to those of the War Manpower Commission of World War II, the N.S.R.B. has indicated that it will seek to establish over-all policies and will delegate operating functions to existing governmental agencies.

For example, the Department of Labor will be charged with the respon-



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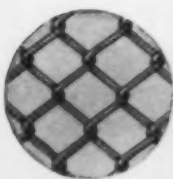


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NEWS

sibility of determining "critical occupations"; the Department of Commerce will determine "essential activities"; the Munitions Board will be held responsible to procure from the three armed services their needs for college facilities, hotels and resorts, and to allocate such facilities to the army, navy or air force if a need for them develops; the U.S. Office of Education is to "serve as the focal point for all planning in the educational area. It is expected that it will be a major channel of information to the colleges and universities in the research field."

Plans are being made for an inter-governmental committee to be formed that will be made up of representatives of the office of the Secretary of Defense, National Security Resources Board, Bureau of the Budget, and Federal Security Agency. This committee will be appointed for the purpose of giving further consideration to the function of colleges and universities in relation to the current emergency.

32 Given 10 Days to Sign Loyalty Oath

BERKELEY, CALIF.—The University of California's board of regents at its August 25 meeting voted 12 to 10 to discharge 32 faculty members unless they signed a special non-Communist statement within 10 days.

The vote reversed an action taken a month ago by the regents when they voted 10 to 9 to retain the nonsigners, all of whom had been cleared by a screening committee and declared loyal.

According to reports, initiative for urging the regents to dismiss the 32 faculty members was taken by John Francis Neylan, a member of the board of regents. The professors have the support of Gov. Earl Warren of California, who contended that since an investigating group found no evidence that any of the "holdouts" was a Communist, the regents should permit them to continue as faculty members. In this stand Governor Warren was backed by Robert G. Sproul, president of the university.

It is charged by some that those favoring the ouster are motivated by reasons other than the loyalty question and that it is a political attempt to get rid of President Sproul as being "too liberal" and to embarrass Governor Warren in the November elections.

Discuss Problems Affecting Education as Result of War

WASHINGTON, D.C.—On July 28 a meeting was called by the National Council of Chief State School Officers at which representatives from 12 major organizations in the field of education met to discuss problems affecting education as a result of the Korean war.

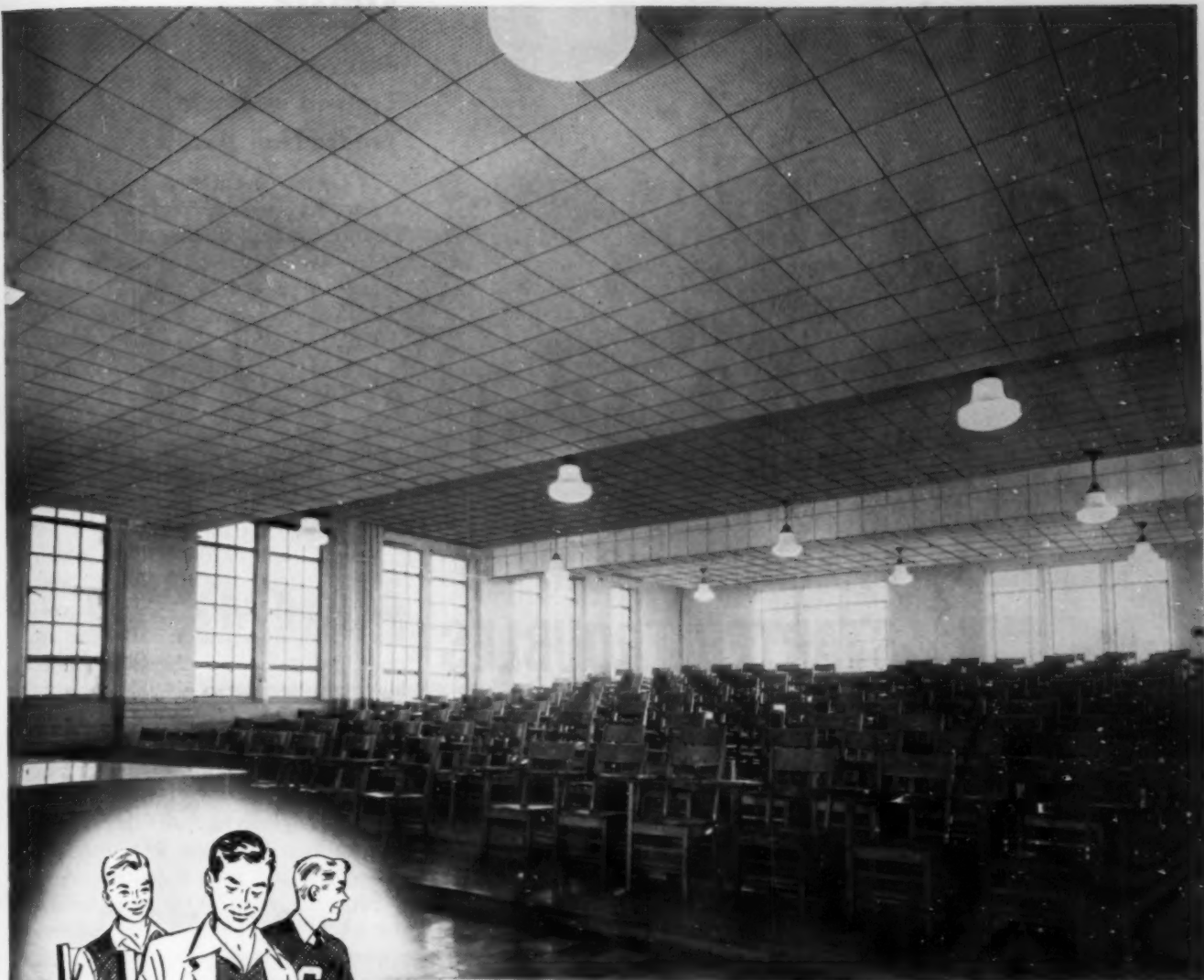
The meeting was primarily in the nature of an exploratory session to discover what action or work had already been initiated by various educational organizations. It developed that relatively little actual work had been initiated, though reports were received of work being done in local communities by school superintendents in placing their facilities at the disposal of civil defense leaders to be utilized as shelter and feeding areas in the event of an enemy attack.

There appeared to be concern regarding the effect of Selective Service and the possibility of shortages of various materials needed in construction programs. One school administrator felt that it was essential for schools to have a No. 2 priority for materials.

As a result of the fact that the American Council on Education had probably moved faster and farther in the field of setting its machinery in action, it expressed itself as being reluctant to create a centralized organization that would block the actions of the council in its attempt to work out higher education problems with various federal agencies.

One outcome of the July 28 meeting was the establishment of an interim committee of five members, created to keep in close touch with war-planning agencies of the government. The five members are to be named by the National Education Association, the American Vocational Association, the Council of Chief State School Officers, the National Commission for Teacher Education, and the American Council on Education. The American Council on Education later announced its withdrawal as a member of this committee.

Later criticism developed from other educational organizations, which felt that they were not adequately represented by this committee, which had been created at the July 28 meeting held at the National Education Association Building.



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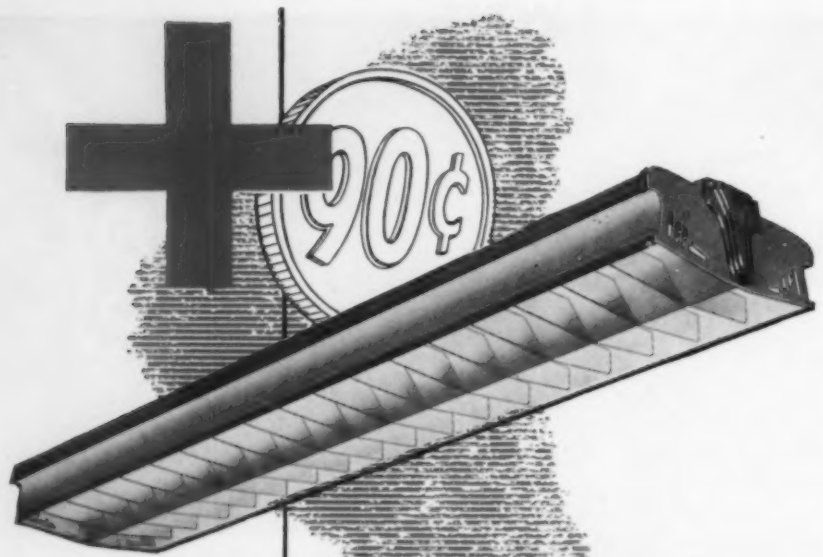


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NEWS

Reservoir of G.I.'s Trained in Essential Trades Now Available

WASHINGTON, D.C.—A recent announcement by the Veterans Administration indicated that the United States has a large sized reservoir of veterans trained under the G.I. bill in skills and trades that would be essential in time of war. A survey revealed that this reservoir of manpower covered only veterans actually in classrooms and at training benches. For every man then in training, V.A. estimated at least two others had either completed or discontinued their G.I. bill courses.

At the time of the survey, which was made in the late fall of 1949, veteran-enrollees included 735,000 in colleges and universities; 808,000 in trade, industrial and other schools below the college level; 304,000 in institutional on-farm training, and 285,000 in on-the-job training courses.

Thirteen per cent of the college students, or more than 100,000, were studying engineering. Another 6 per cent, or nearly 46,000, were enrolled in medical and related courses. And 5 per cent, or 42,000, were taking courses in the physical and natural sciences, such as physics, meteorology, geology and the like.

Of those below the college level, approximately 80,000, or three-fourths of 111,000 veterans, were taking mechanical courses, with particular emphasis on automobile mechanics. The second most popular course among this group was the one concerning radio and other communications.

The V.A. pointed out that in addition to this reservoir of veterans trained in occupations directly related to war and defense, the majority of all G.I. bill enrollees have trained for jobs that would be useful to a nation in mobilizing its resources for emergency purposes.

Announces Objective

ALLENTOWN, PA.—Dr. Dale H. Moore, president of Cedar Crest College, recently announced a 10 year objective to include a student enrollment of 450 to 500 and a minimum endowment increase of half a million dollars. Samuel E. Boney, Boston, has been appointed director of development for the college.

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Your patrons know that PREMIUM Saltine Crackers in cellophane packets are *always* fresh, crisp and whole. They like the clean eye appeal of the package. And they'll enjoy having salty, flaky PREMIUM Saltine Crackers with soup and other dishes—or as a substitute for bread and rolls—even though it's a money-saver for you!

*Known as SNOWFLAKE CRACKERS in the Pacific states



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NEWS.

Dietitians' Annual Meeting Oct. 16 to 20

CHICAGO.—The 33d annual meeting of the American Dietetic Association will be held in Washington, D.C., October 16 to 20. It is expected that 3500 members from 46 affiliated state associations and those of Washington, D.C., and Hawaii will attend.

Some of the speakers scheduled to appear on the program include: Dr. George F. Zook, retiring president of

the American Council on Education; Dr. Paul L. Dressel, chairman of the board of examiners, Michigan State College; Dr. Nina Ridenour, director of the division of education of the National Committee for Mental Hygiene, Inc., New York City; Dr. O. Spurgeon English, head of the psychiatry department of Temple University Medical School and Hospital, and Dr. C. Glen King, scientific director, Nutrition Foundation, Inc., New York City.

A.C.E. Offers Services of Its Institutions to Federal Government

WASHINGTON, D.C.—At an August 5 meeting of the American Council on Education, attended by college and governmental leaders, a letter was prepared advising President Truman that the services of institutions of higher education were being offered for use during the international crisis.

J. L. Morrill, president of the University of Minnesota and chairman of the council, declared that the experience of World War II demonstrated the heavy reliance of the federal government on the colleges and universities in the country for specialized training programs, skilled specialists, technological education, and scientific research. Presiding at the afternoon session of the meeting, Arthur S. Adams, currently president of the University of New Hampshire and president-elect of the American Council on Education, stated that in view of the possibilities of immediate large-scale war, the central problem of higher education is that there be effective utilization of the 100,000 staff, 2,500,000 students, and \$3,000,000,000 physical plant of the 1800 colleges and universities.

Members of the conference heard from representatives of the governmental agencies about plans for the operation of Selective Service, the development of a national register of scientific personnel, a survey of facilities, including the physical plants of colleges and universities for training programs, and an appraisal of staff capacities and specialties.

The following principles were recognized as being underlying elements in the discussion:

1. Since the period of military preparedness is likely to be long, it is imperative that there be a continuing flow of trained manpower to meet both immediate and long-range needs of our total national security.
2. The threat of atomic warfare entails the necessity of dispersion and distribution rather than concentration of training programs and research. Consideration should be given to geographic distribution of necessary units away from the areas of priority targets for bombing.
3. Since the conflict is basically in the field of ideologies, it is essential



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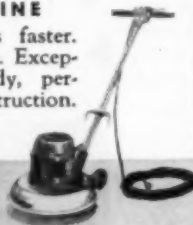
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of sanitary conditions in women's rest rooms are finding that they can't afford to ignore this new fixture. It will be well worth your while to have complete information on the Sanistand before you plan to modernize your old rest rooms or install new ones. Although the Sanistand can function as a water closet (and can usually replace one in modernization work), it is designed to be installed along with them. Send in the convenient coupon . . . or see your Heating and Plumbing Contractor.

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NEWS.

that those aspects of education that contribute to the understanding and the day-to-day practice of democratic living be a continuing major function of our institutions of higher education.

4. As far as possible, the services of individuals in instruction and research should be utilized where they are. In World War II many individuals were drawn from their own classrooms and laboratories in order to establish large instructional or research centers. In many instances they would

have been more effective if retained within their own environment.

U. of Chicago Pays Tax Bill of \$443,000

CHICAGO.—James Parker Hall, treasurer of the University of Chicago, has disclosed that the university paid real estate taxes to Cook County in the amount of \$443,000 for the fiscal year ending June 30. Of the amount, \$217,000 was paid directly by

the university on property operated by it, and the remainder was paid by lessees and others, as part of leasing agreements.

All real estate owned by the university for investment purposes is fully taxable. The tax bill for the last fiscal year was smaller than in some previous years because the amount of real estate held for investment has been decreased in course of management of the university's investment portfolio.

Hofstra College Has Plan for Draftees

HEMPSTEAD, N.Y.—Hofstra College authorities recently announced a plan to turn back unused tuition to college men drafted after starting the college term, plus partial credit for courses begun but not completed before the draft call.

According to the Hofstra plan, after five weeks' attendance in regular courses, which normally run 15 weeks, the student who is drafted into the armed forces will receive one-third of the credit he would normally earn with satisfactory marks. At the end of 10 weeks' attendance, two-thirds of the maximum credit for a course will be allowed.

M. C. Old, dean of the faculty, stated that the new Hofstra ruling is intended to give college men who are uncertain how soon their academic training may be interrupted by the Korean war an incentive for using to good purpose the time that might be lost in waiting for a draft call.

Stanford Increases Tuition to \$660

PALO ALTO, CALIF.—The board of trustees of Stanford University recently voted an increase in tuition of \$20 a quarter, making the yearly figure \$660 for all undergraduates and most graduate students. The new schedule becomes effective this fall.

According to Wallace Sterling, president of Stanford, the increase was voted by the board with great reluctance and only after a careful study indicated the move was imperative. He pointed out that students will be paying only 53 per cent of the costs of their Stanford education with the increased tuition; since 1920 tuition has gone up 230 per cent, whereas operating costs have gone up 490 per cent.



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Wear-Ever knives are made from high carbon, chrome-vanadium steel. The high carbon gives the blades their razor-sharp cutting edges. The chrome gives them toughness and resistance to corrosion. The vanadium gives the blades their fine grain. Metal is drawn to a C-Rockwell hardness of 53-55, considered most suitable for professional use where knives are sharpened frequently.

Full tang blades have Ebonwood handles with rounded edges, providing a friendly, hand-fitting grip. They are attached with nickel-silver, compression-type rivets which give a sanitary and permanently tight fit. To see and use these knives is to appreciate them. For further information, ask your dealer or mail the coupon today to: Cutlery Division, the Aluminum Cooking Utensil Company, 4009 Wear-Ever Building, New Kensington, Pa.

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NEWS.

GIFTS AND BEQUESTS

• **Rutgers University**, New Brunswick, N.J., took into its Alumni Fund in 1950 the sum of \$52,321, according to a recent announcement by Thomas N. Wright, executive secretary of the Rutgers Fund.

• **Hartwick College**, Oneonta, N.Y., through its president, Dr. Henry J. Arnold, announces receipt of a gift of securities estimated to be more than \$160,000 from the James A. and Jessie Smith Dewar Foundation, Inc., of

Oneonta, and Mrs. Dewar. The gift will be used for the construction of a residence hall for women.

• **North Texas State College** at Denton has received a grant of \$6804 from the National Institutes of Health for the investigation of actinomycetes in water supplies.

• **Stevens Institute of Technology**, Hoboken, N.J., recently received a grant of \$900,000 from the trustees of the Charles and Rosanna Batchelor Memorial, Inc.

NAMES IN THE NEWS

James P. Hart, associate justice of the Texas supreme court, has been named to the first chancellorship of the University of Texas, Austin, at \$20,000 annually, the highest salary in Texas state government. It was reported that Justice Hart was selected as chancellor from more than 100 candidates for the position and will become the chief executive officer for the entire University of Texas system. His appointment becomes effective November 15.



J. P. Hart

Clarke H. Rowe, a member of the business research department staff of the Wisconsin State Chamber of Commerce, has been named by **Dr. Clark G. Kuebler**, president of Ripon College, Ripon, Wis., as assistant to the president. Mr. Rowe succeeds **Harry A. Cody Jr.**, who resigned August 1 to accept a position with a local business concern. Duties of the new assistant to the president will be concerned with fund raising and coordinating public relations phases of the college administration.



C. P. Hogarth

Dr. Charles P. Hogarth, dean of Ward-Belmont School Junior College, Nashville, Tenn., from 1942 to 1947, has been named president of Gulf Park College, Gulfport, Miss. Dr. Hogarth assumed his new duties in July, when he succeeded **Dr. Richard G. Cox**, who retired after 30 years as president of the institution.

Herbert A. Meyer, business manager of Centre College of Kentucky, has resigned his position with the college after 20 years in order to enter private business in Springfield, Ky.

D. W. Smythe, assistant comptroller at DePauw University, Greencastle, Ind., has been named purchasing agent. He had been assistant comptroller at DePauw from 1936 to 1945, at which time he entered private business, but returned to the university staff in 1948.

T. S. Townsley, chairman of the board of trustees at Wilmington College, Wilmington, Ohio, has been named vice president of the college.

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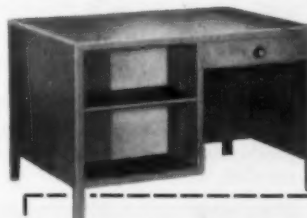
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NEWS.



H. A. Bonhiver
Homer Albert Bonhiver, former member of a certified public accounting firm in Wisconsin, has been named assistant business manager of Carleton College, Northfield, Minn. His appointment became effective in late July. He will assist **Bruce Pollock**, treasurer and business manager of the college.

Randolph H. Dyer of St. Louis has been named comptroller of Union Theological Seminary in New York City. His appointment became effective September 1, when he succeeded **Charles White**, who resigned to accept a position as comptroller of the E.C.A. in Turkey.

Ernest Williams, acting treasurer of the University of Alabama since July 1948, was named treasurer by action of the board of trustees at a recent summer meeting.

Brother Thomas, F.S.C., has been named to succeed **Brother Austin, F.S.C.**, as president of Saint Mary's College of California in Moraga.

Brother Austin has resigned from the college for a year's study at the headquarters of the Christian Brothers in Rome.

Dr. Mearl P. Culver, who recently resigned as president of Southwestern College, Winfield, Kan., has been named as professor of religion and director of religious life at Evansville College, Evansville, Ind.

Gilbert A. Force, business manager of Illinois Institute of Technology, Chicago, resigned August 1 in order to go into business for himself as a manufacturer's representative or agent. No successor has been named to his position.

E. Burke Huber, director of housing at the University of Arkansas, Fayetteville, has recently been named director of housing at the University of Houston, Houston, Tex.

J. T. Brogdon, a certified public accountant, has been named auditor for the University of Houston, Houston, Tex. He succeeds **C. E. Cole**, who recently was promoted to the position of controller and assistant business manager of the university.

Leslie E. Ziegler, executive secretary, Culver-Stockton College, Canton, Mo., has been named acting president during a leave of absence granted to the president, **Walker Harrison McDonald**, because of ill health.

Boynton S. Kaiser, chief personnel officer of the University of California, Berkeley, was elected president of the College and University Personnel Association at the association's annual meeting, held recently at Indiana University.

Raymond Daniel has been appointed business manager of McKendree College, Lebanon, Ill. Prior to his appointment, Mr. Daniel had been in private business for a period of 20 years. **Eliza Jane Donaldson**, present business manager, will continue with the college as comptroller.

Dr. T. Keith Glennan, president of Case Institute of Technology, Cleveland, has been appointed by President Truman to fill a vacancy on the



Bro. Thomas, F.S.C.

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NEWS.....

Atomic Energy Commission. Dr. Glennan's appointment on the commission is for a period of five years.



H. H. Brooks

Howell H. Brooks, formerly comptroller at DePauw University, Greencastle, Ind., has been named business manager of Coe College, Cedar Rapids, Iowa. Mr. Brooks had been a member of the DePauw staff since 1934 and comptroller of the institution since 1942. His appointment at Coe College became effective July 31.

Eugene G. Wilkins has been named to succeed **John B. Dougall** as president of New Jersey State Teachers College at Newark. Dr. Dougall is leaving to participate as one of 15 consultants for an educational mission in Japan.

Cornelius H. Siemens, director of Compton College, Compton, Calif., recently has been named president of Humboldt State College at Arcata, Calif.



C. H. Siemens

Charles Henry Breed, former headmaster of Blair Academy, Blairstown, N.J., died recently at the age of 74 years. He had been headmaster of Blair Academy from 1927 to 1946.

Frank Parker Day, president of Union College, Schenectady, N.Y., from 1929 to 1933, died recently at 69 years of age.

Rev. Clyde Alvin Lynch, president of Lebanon Valley College, Annville, Pa., died August 6 of a heart attack at the age of 58 years. He had been president of the college since 1932.

U.C. 1950-51 Budget for Eight Campuses Totals \$54,097,592

BERKELEY, CALIF.—A budget of \$54,097,592 for operation of the eight campuses of the University of California during the fiscal year 1950-51 has been adopted by the board of regents on recommendation of Robert G. Sproul, president of the university. The campuses are located at Berkeley, Davis, La Jolla, Los Angeles, Mount Hamilton, Riverside, San Francisco and Santa Barbara.

This is an increase of 6.4 per cent, or \$3,261,187, over the budget for the fiscal year 1949-50. Of the total budget, the state has provided \$36,092,836. The remainder, \$18,004,756, will come from such sources as student fees, donations, endowments and payments from the federal government for G.I. students.

A number of factors account for the increase, President Sproul said. More than one-third of the increase, or \$1,210,373, is provided to support new activities or significant extensions of activities recently established in response to public need for them, as expressed by legislative action.

A major factor in the increase is the expected drop in G.I. enrollment from 15,718 throughout the university during the last year to an estimated 10,142 in 1950-51. The loss of income from this source is estimated at \$1,290,238.

Other factors bringing about the increased budget include the significant shift in enrollment from undergraduate to the more expensive graduate level; the greater cost of upkeep of an enlarged physical plant, and the increased rate of regents' contributions to the university's retirement system for academic employees.

Establish Register of Scientific Personnel

WASHINGTON, D.C.—As the result of a delegation of responsibility by the National Security Resources Board, the U.S. Office of Education is beginning the process of establishing a national register of scientific personnel.

Eventually, this activity will be taken over by the National Science Foundation. According to present plans, the register will be limited to physical sciences.

DIRECTORY OF ASSOCIATIONS

Association of College and University Business Officers

Central Association

President: John K. Selleck, University of Nebraska; secretary-treasurer: C. C. Long, University of Illinois.

Eastern Association

President: H. R. Patton, Carnegie Institute of Technology; secretary-treasurer: Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: December 3-5, Royal York Hotel, Toronto, Canada.

Southern Association

President: Jamie R. Anthony, Georgia Institute of Technology; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: Elton D. Phillips, University of Southern California; secretary-treasurer: James M. Miller, University of California. Convention: May 1951, Santa Barbara, Calif.

American Association

President: W. A. Hamilton, Lincoln University; secretary: L. H. Foster Jr., Tuskegee Institute. Convention: May 1951, Virginia State College, Petersburg, Va.

Association of College Unions

President: Duane E. Lake, University of Nebraska; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin. Convention: April 1951, Michigan State College, East Lansing.

Association of Physical Plant Administrators of Universities and Colleges

President: E. J. Behler, Yale University; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 1951, University of Oklahoma, Norman.

American College Public Relations Association

President: Stewart Harral, University of Oklahoma; secretary-treasurer: James W. Armsey, Illinois Institute of Technology, Chicago.

College and University Personnel Association

President: Boynton S. Kaiser, University of California; secretary-treasurer: Ruth Harris, University of Illinois.

National Association of College Stores

President: Ralph Stilwell, UCLA; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: April 29-May 2, Columbus, Ohio.

National Association of Educational Buyers

President: Rev. J. Leo Sullivan, S.J., College of the Holy Cross; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

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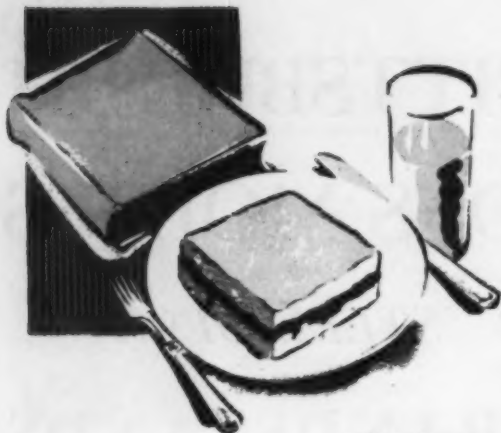
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Under administrative direction, a Crotty-trained manager and staff function efficiently as a school unit to assure excellent food, economical operation and much needed continuity of responsible management.

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These attractive new all-purpose chairs with solid plastic seat and back combine durable molded plywood and molded plastic. Choice of several decorator plastic colors. Comfortable. Easy to keep clean. The sturdy tables have fluted aluminum columns.

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● **Heinz Soups** in 51-oz. tins provide maximum convenience and enable you to serve, without waste, more kinds of soups than would otherwise be possible in the same kitchen space. With 14 delicious varieties available, Heinz institutional-size soups afford a service that is ideal for every Quantity Service operation.

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Cream of Tomato • Bean • Split Pea • Genuine Turtle • Cream of Green Pea • Vegetable Without Meat • Vegetable • Beef Noodle • Beef with Vegetable • Chicken Noodle • Chicken with Rice • Clam Chowder • Cream of Mushroom • Cream of Chicken



HEINZ 57 SOUPS



HERRICK

STAINLESS STEEL REFRIGERATORS

PERFORMANCE-PROVED

AT
**CHARLIE'S
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EXCEPTIONALE**
IN MINNEAPOLIS



Shown above are HERRICK Model RSS66 Reach-In and a custom built HERRICK double-front pass-through type Reach-In. This kitchen also contains five other HERRICK Refrigerators.

At left is a close-up of a custom built all stainless steel HERRICK Reach-In used exclusively for chilling "Charlie's" famous hors d'oeuvres.

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Cast Construction

**PROTECTS
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Pouring molten bronze into mold at The Chicago Hardware Foundry Company.



Amber Forever Genuine Cast Solid Bronze Stool. Note base and column are cast in one piece!

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Compare the quality of "CHF" stools and table bases with ordinary equipment and you will quickly discover why cast solid bronze, cast aluminum and cast iron finished in chrome or porcelain enamel are the finest stools and table bases made. Base and column are cast in one piece providing a smoother, neater appearance with no joint to work loose. Finishes are lustrous, smooth and as long lasting as the metal itself. You protect your investment when you get these extra built in quality features of "CHF" cast construction!

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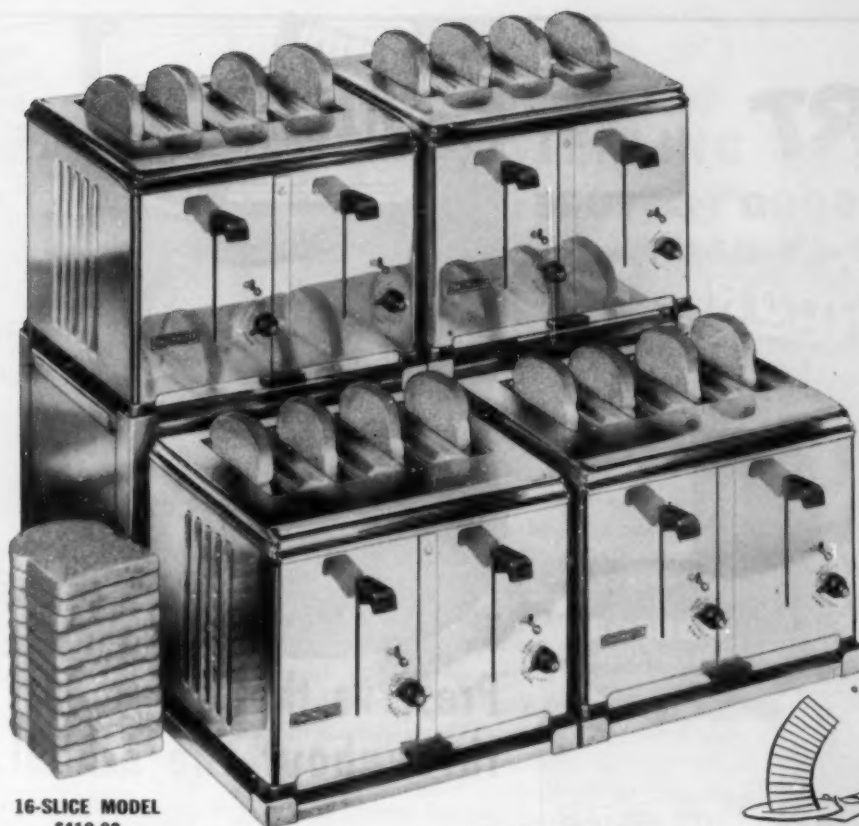
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\$410.00
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—in a space only 23½ inches wide!

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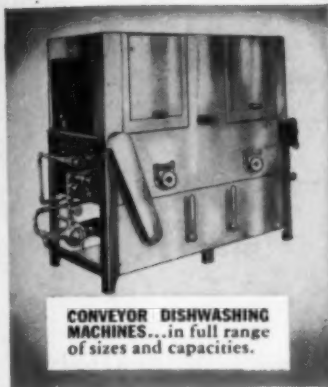
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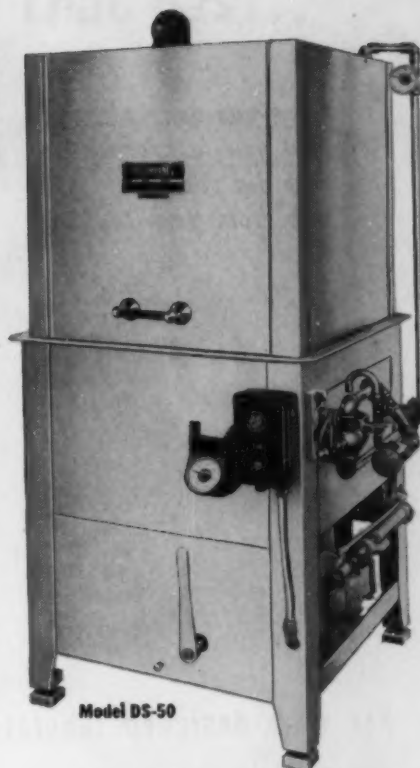


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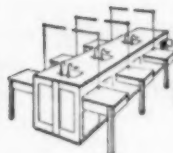
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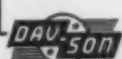
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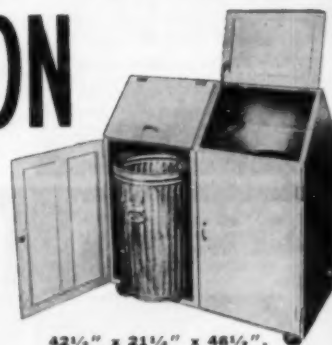
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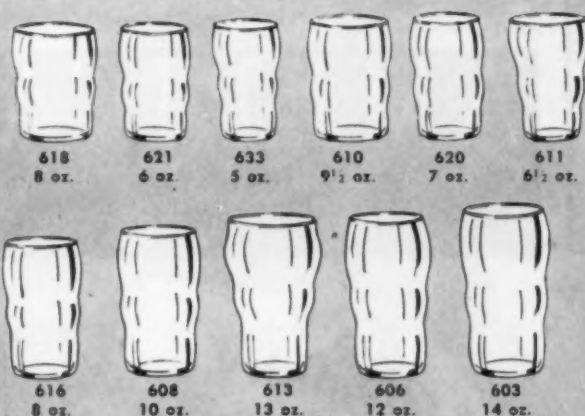
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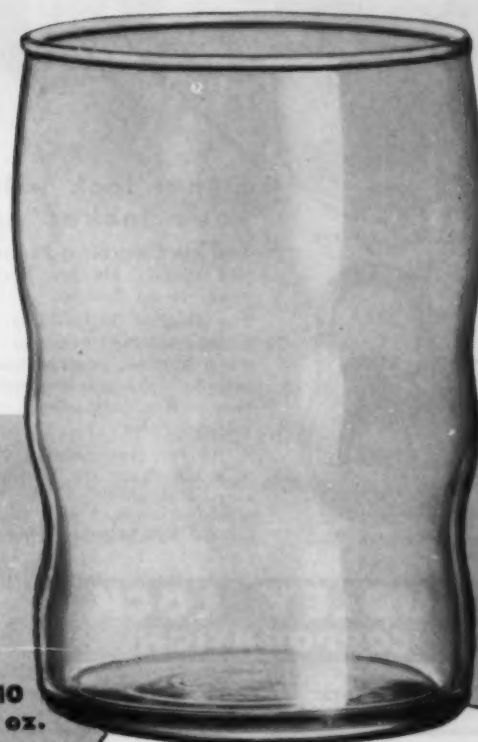
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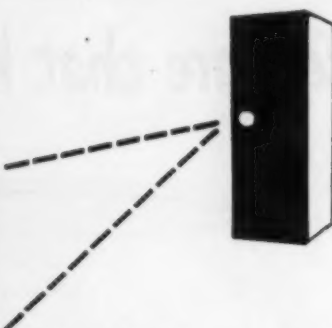




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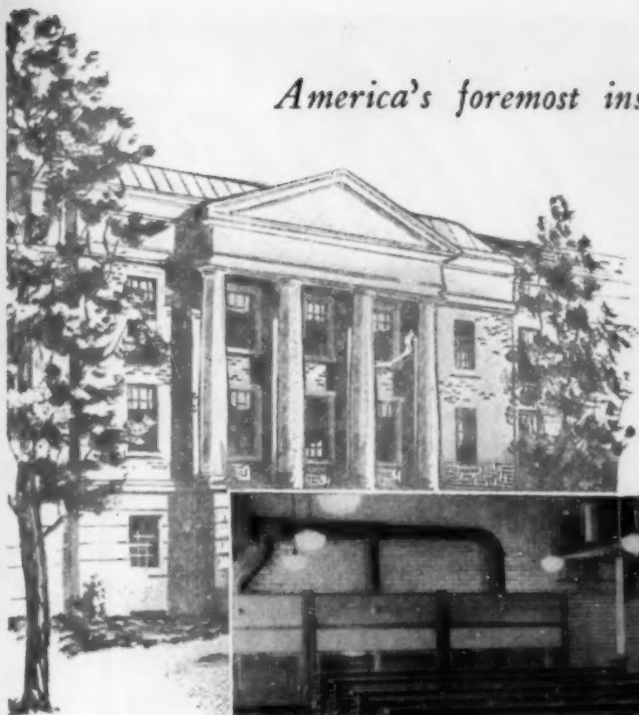
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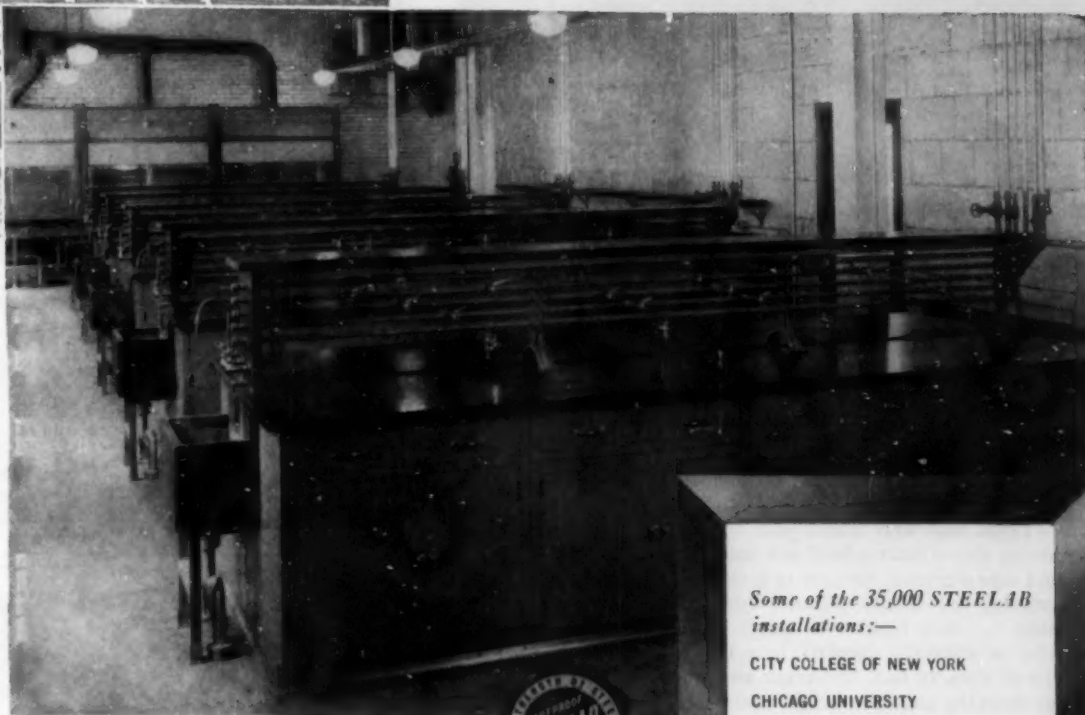
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Rows High	8	10	10	12
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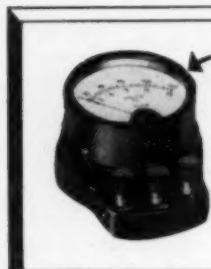
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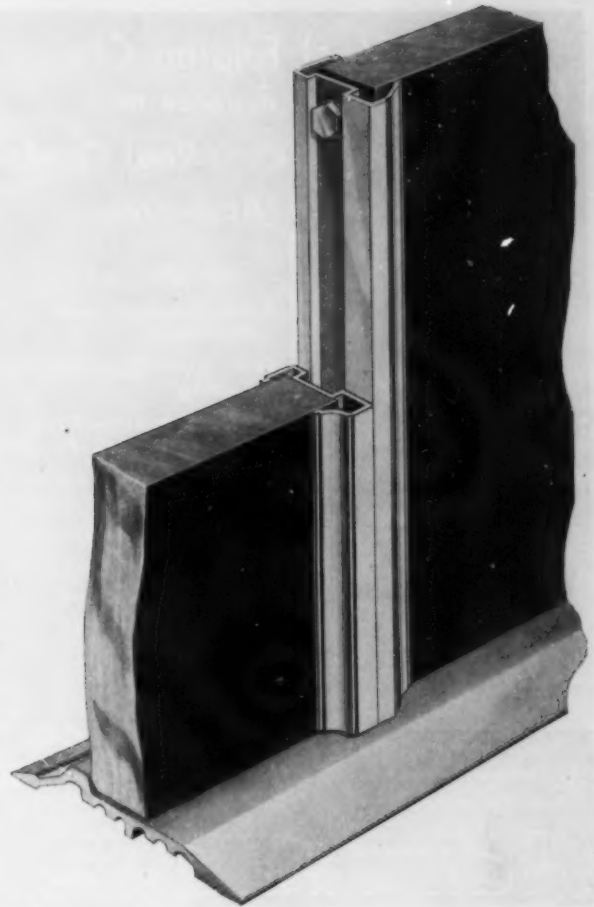
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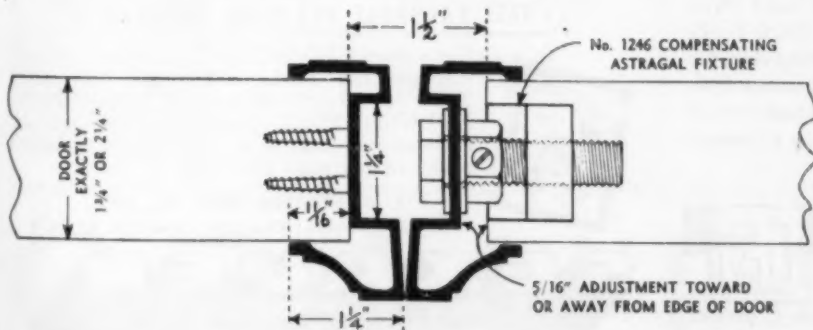


As you know, the completely satisfactory operation of double doors equipped with two vertical rod panic devices depends upon having the correct type of astragals, properly adjusted. Von Duprin Compensating Metal Astragals provide for proper adjustment over the entire life of the doors . . . save money, time and trouble. They bring you five distinct benefits:

1. Allow for easy adjustment to relieve door interference or reduce clearance space.
2. Establish, architecturally and mechanically, correct meeting stile details.
3. Permit independent operation of each door.
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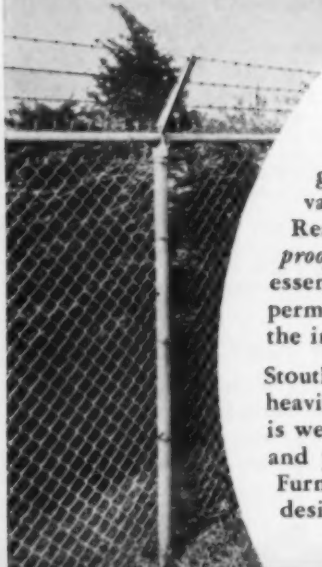
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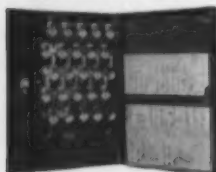
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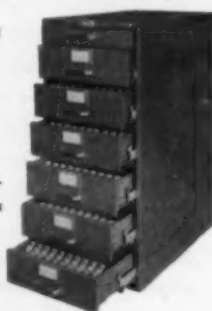
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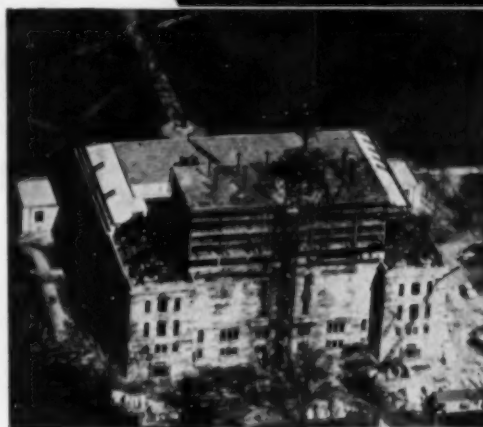
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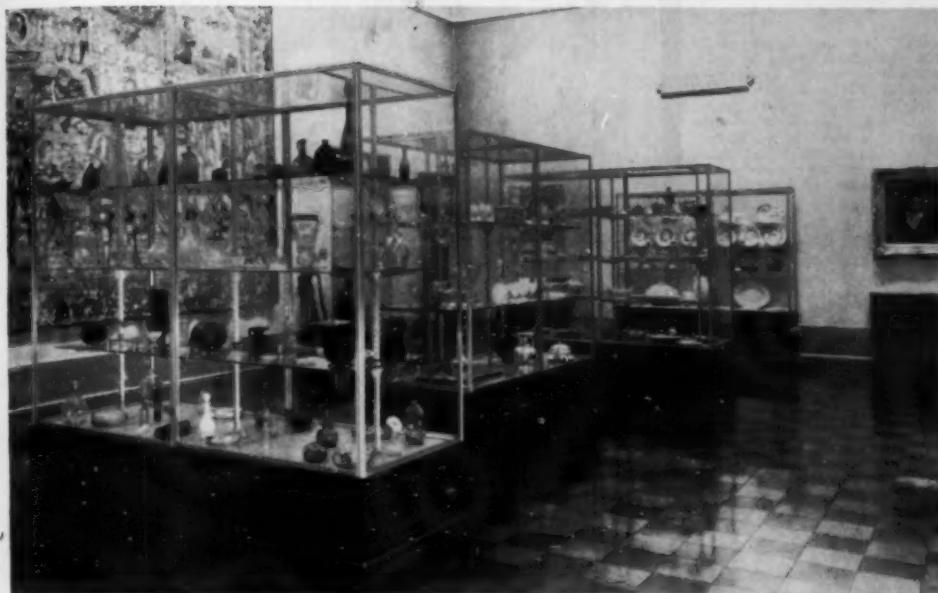
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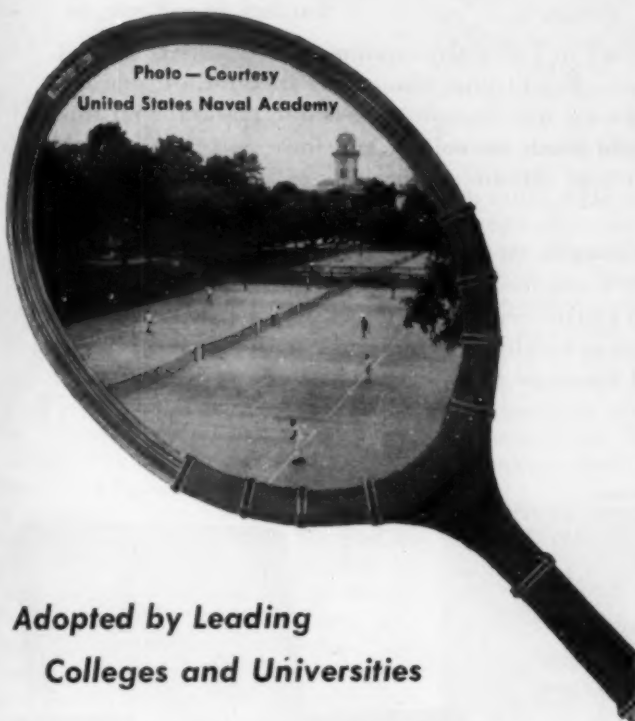
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Today's trend in University equipment is definitely toward the modern, efficient type whose long life and low maintenance make for *true economy*. It is only natural that this trend should reach the college and university office which can and should operate as efficiently as any other business office.

Proper seating is an essential factor. Sikes, chairmakers for over 90 years, leads the field in dividend-paying posture seating, in fatigue-reducing comfort, in superior workmanship, design and styling. Typical are the chairs on this page—three of the more than seventy patterns available.

Refreshingly Modern Chairs But the Comfort Is Still "Old Fashioned"

SIKES office-engineered chairs, NOS. 1919UA and 1920, are built of rich-toned solid walnut and are covered in genuine top-grain leather. You may choose from an almost endless variety of leathers just the color, tone, or finish you desire, to complement any decorating theme. Both chairs feature soft, sewed cushion seats and backs and are available with or without upholstered arms.

Although contemporary modern in style, the design is not "stunty" but will remain in good taste throughout the long life of the chair.



No. 1920



No. X131 1/2



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Scoring high grades in college business offices are Clerical Chairs such as No. X131 1/2. Long term maintenance costs are *low* with SIKES wood construction. Higher morale, more efficiency, and greater work output are your rewards because the Patented Posture mechanism lessens fatigue. Available in various sizes and shapes and also furnished upholstered in a choice of fabric . . . plastic or leather. Write SIKES about your specific seating problem for a careful analysis and solution.

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WHAT'S NEW

September 1950

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 93. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Master-Keyed Padlock



Protection for locker installations is provided in the new P-570 master-keyed Dudley padlock. The patented master key cannot be duplicated on commercial key making machines and the lock resists picking and tampering. Locking is automatic when the hasp is pushed home. One master key can be used to control an entire locker installation, or different groups of locks can be master-keyed separately and all lockers controlled by an additional master key. The master key is registered to the owner and the key design is not assigned to any other installation in the same area. Duplicate master keys are available only from the manufacturer and are supplied only after absolute proof of authority.

The new P-570 has a satin finish dial with 40 combination numbers and divisions printed in black enamel. Construction features of the new lock give it increased strength and 64,000 combinations are possible. Dudley Lock Corp., Dept. CUB, 570 W. Monroe St., Chicago 6. (Key No. 616)

Electric Cooking Equipment

A new line of heavy duty ranges, bake ovens, fry kettles, griddles and broilers has recently been introduced by Hotpoint as the Glamour line. All units in the line depart from traditional black enamel with their new non-porous silver gray Permalucent finish which is easy to clean, resists finger marks and grease smears, reduces glare and does not discolor or scorch under long exposure to high heat.

The new ranges and bake ovens are completely automatic, including cooking surface units, thus permitting every type of surface cooking under automatically controlled temperature conditions. Bright signal lights on all units eliminate watch-

ing and waiting. Control knobs and switches are finished in red with large white imprinted numerals for greater dialing accuracy. Non-conductive hand guards are part of oven and cabinet handles for extra safety and convenience.

The new range has three top sections, each 1 foot wide, with a thermostat that automatically controls the temperature not only below 500 degrees used for griddling, but also up to 850 degrees for other types of surface cooking, for each section separately. Thus the new range can serve as both an automatic griddle and an automatic hotplate. The heavy duty thermostat is the result of five years of research and development and controls surface heat from 250 to 850 de-



grees. All types of surface cooking operations can be performed on the one type of range top.

The oven in the new Superange is equipped with a new type deck that gives uniform heat with fast preheating qualities and affords rapid change-over from high to low temperature work. Red, automatic signal lights indicate when the oven temperature reaches the desired pre-set thermostat reading.

The new bake ovens in the Glamour line have new type, tough, strong Calrod heating units which are said to be 25 per cent more powerful. The elements are armored in non-corroding metal, are sensitive, quickly heated, almost impossible to damage and do not deteriorate. Heating is automatically controlled and the ovens have a temperature range of 200 to 500 degrees.

The new 25 pound capacity automatic electric fry kettle is designed to produce up to 50 per cent more French fried foods and to cut fat consumption up to 60 per cent. The heat is controlled by a thermostat located directly in the cook-

ing fat and the Calrod heating units are immersed in the fat so that all heat is transmitted directly to the cooking compound. The constant heat settings maintained prevent burning and minimize fat loss. A variety of deep fried foods can be cooked in the same fat without interchange of odor or flavor. Hotpoint, Inc., Dept. CUB, 227 S. Seeley Ave., Chicago 12. (Key No. 617)

Microfilm Reader

The new Model MPE microfilm reader is designed to project both 16 and 35 mm. negative or positive film, perforated or unperforated, and to give precision optical quality at a medium price. Magnification is 19 to 1. A scanning device allows the film to be moved laterally, so that images, the full width of film, can be projected. Any part of the document can be moved to the center of the screen for easier reading. Winding the film by a convenient hand crank provides scanning lengthwise of the film.

The 20 inch square screen is a reflecting type and is at desk level. The projector head has a rotating feature to permit the image always to be turned upright on the screen. The reader is slightly over 3 feet high, is designed for desk top use and is less than 2 feet square. It is made of sheet steel, finished in metallic gray and can be moved easily if desired. The Model MPE will be marketed as the Kodagraph Film Reader by Kodak dealers and as the Re-



cordak Film Reader by Recordak Corporation. Eastman Kodak Co., Dept. CUB, Rochester 4, N.Y. (Key No. 618)

Steel Utility Table



The Viking all-steel utility table, Model 33C, is a 3 shelf unit with a variety of uses. It can be used in the office for adding machine, typewriter, dictating machine or other office equipment, in utility rooms, lunchrooms and other areas where a mobile, shelved table is needed. The shelves are 12 by 20 inches in size and the table is 29 inches high. The rubber casters roll easily and quietly and the table is available in white, red or yellow with a chip, scratch and stainproof finish. **Maple City Stamping Co., Dept. CUB, 712 Park Ave., Peoria, Ill. (Key No. 539)**

Insect Control

The new Vaposector-Mistorizer combination for insect control features an improved 25 ounce AC-DC electric Mistorizer sprayer, adaptable to either area-fogging or direct contact use, and West's Vaposector insecticide. The new portable Mistorizer dispenses one ounce of insecticide per minute when used for fogging and one and one half ounces a minute for contact spraying. A simple nozzle adjustment makes the change from fogging to contact spraying. Vaposector fluid is an effective, quick-acting insecticide which involves no danger of contamination or staining when used as directed. **West Disinfecting Co., Inc., Dept. CUB, 42-16 West St., Long Island City 1, N. Y. (Key No. 540)**

Deluxe Electric Typewriter

The new Underwood Deluxe Electric Typewriter features keyboard controlled electric margins and adjustable internal cushions for quieter operation. The operator can set left and right margins without raising the hands from the keyboard with the simplified electric operation. Rubber insulation placed between the typewriter operating mechanism and the machine base gives a floating, powered typing, adjustable to each operator's desires, and helps reduce noise transmission and vibration. All of the other fea-

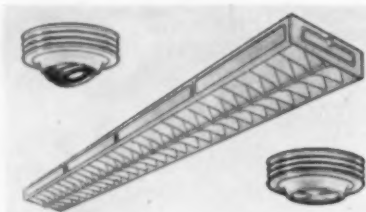
tures of operating ease and convenience of Underwood electric typewriters are included in the new model. **Underwood Corp., Dept. CUB, 1 Park Ave., New York 16. (Key No. 541)**

22-Scale Rule

A 22-scale log log slide rule is now available in a new 5 inch size as well as the 10 inch size. The all-metal slide rule has a new back-to-back scale arrangement which brings related scales together to give the 22 scales in the vest pocket size. The rule combines C-D scales on both sides with a full complement of inverted scales for power, speed and convenience. An Instruction Manual by Professor M. L. Hartung of the University of Chicago is provided with each rule. **Pickett & Eckel, Inc., Dept. CUB, 5 S. Wabash Ave., Chicago 3. (Key No. 542)**

Plexoline Lighting System

Plexoline is a complete system designed to be used in forming networks of slimline and fluorescent illumination.



With Plexoline curves and angles of any degree can be used to accomplish the desired lighting effect. The system is made up of three basic units: linear sections; circular accent units, and adapter fittings. No special or custom made parts are needed as Plexoline employs standard products.

The Plexoline principle is simple and practical. Circular accents provide a pivot for the linear sections, allowing the formation of any desired angle. The Plexoline 2 light system lists 8 and 4 foot linear sections for slimline and fluorescent lamps and 6 foot sections for slimline lamps. The new Plexoline-4 is a 4 light system listing 8 foot and 6 foot linear sections for slimline lamps and 4 foot sections for slimline and fluorescent lamps. Luminous side circular units are available in two sizes and the all-steel, die-formed adapters also come in two sizes. The entire Plexoline system is finished in hot-bonded white enamel; louvers are interlocked for strength and rigidity; side panels are of ribbed Albalite glass; reflector plates are furnished for surface mounting installations, and all ballasts are ETL approved. **Day-Brite Lighting, Inc., Dept. CUB, 5408 Bulwer Ave., St. Louis 7, Mo. (Key No. 543)**

Sandran Floor Covering

Sandran is a new vinyl plastic floor covering on which designs are reproduced by a photogravure process. The vinyl surface, a product of B. F. Goodrich Chemical Company, is particularly adaptable to this reproduction process and because it is pure unloaded vinyl, it will not show scratches, scuffing or marking. The photoengraved vinyl-rubber latex impregnated cellulose sheet is covered with a vinyl surface and then laminated to an asphalt saturated fiber backing.

The new flooring is especially adapted to uses where water, strong soaps and detergents are commonly used and it is economically priced. It may be laid loose without curling and buckling or may be cemented down. It is available in 3, 6 and 9 foot widths. **Sandura Company, Inc., Dept. CUB, 17th & Sansom, Philadelphia 2, Pa. (Key No. 544)**

Magnetic Tape Recorder

The new Revere Magnetic Tape Recorder is a moderately priced, complete sound instrument which is easily operated, compact and portable. Each reel of tape permits a full hour of recording and is easy to cut and splice when desired. Recordings may be kept indefinitely and played back innumerable times without loss of quality. Old recordings are automatically erased as new ones are made and the tape can be re-used many times.

The recorder or radio can be used separately or together and the unit is especially useful in teaching since it can be played back for instruction and for correction of speech, music, diction and other faults. A safety button prevents accidental erasures and a convenient foot control stops and starts the recorder by slight foot pressure. An earphone attachment is available if desired. The unit is contained in a carrying case with



detachable cover. **Revere Camera Co., Dept. CUB, 330 E. 21st St., Chicago 16. (Key No. 545)**

Card Record Desk

Use and filing of card records are facilitated with the new "Super-Carder" Card Record Desk recently introduced. Cards slant to the rear, fitting in trays which slope at the front and back to permit better accessibility, thus permitting faster operation. For tabulating cards a 2 position front plate compressor is included. This locks the cards to prevent them from curling or being damaged when the compressor is in the rear position.

The desk has a large capacity and is available with eight drawers for filing five rows of 3 by 5 inch, ten rows of 2½ by 3 inch and three rows of tabulating cards, and with five drawers for filing four rows of 4 by 6 inch and three rows of 5 by 8 inch cards and six rows of microfilm. The drawers glide smoothly on ball bearing suspensions. The General Fireproofing Co., Dept. CUB, Youngstown 1, Ohio. (Key No. 619)

Thermal Insulation

"Infra Type 6" is a new aluminum thermal insulation consisting of three permanently separated metal sheets and two fiber partitions which are flame, mold and vermin proof. This provides six full reflective spaces which can be installed with one operation. The insulation can be installed in ceilings and floors, between beams, steel girders, trusses; under concrete floors and ceilings; over concrete slabs, and under or over radiant heating panels. Installation requires no special skill. Infra Insulation, Inc., Dept. CUB, 10 Murray St., New York 7. (Key No. 620)

Tablet Arm Attachment

The new tablet arm for attachment to chairs for note taking in classrooms, lecture rooms and offices is convenient and economical. The tablet arm folds down



when not in use, thus giving a versatility to the chairs not otherwise possible.

The arm attachment is available in

blue or standard colors or in Formaloid construction. Aluminum banding is used for extra strength as well as attractive appearance. Royal Metal Mfg. Co., Dept. CUB, 185 N. Michigan Ave., Chicago 1. (Key No. 621)

Dishwasher Heating

New Chromalox electric heating elements are now available for the line of Kewanee dishwashers. Of the immersion type, the elements are designed for use in installations where gas is not available or where electric heating is more practical. The new elements are 230 V, AC or DC, are adaptable to both the standard dishwashers and the prewash machines, and are equipped with thermostatic control. Kewanee Industrial Washer Corp., Dept. CUB, Kewanee, Ill. (Key No. 622)

Desk-Type File

The Rotor-File, which revolves for quick and easy reference to any section, is now available as part of a single or double desk. Known as the Desk-Type



Rotor-File, the unit becomes a part of the desk with a V-type opening in the top. With the filing section an integral part of the desk, it takes up no more area than two standard sized desks, thus saving office space. When the file unit is not in use, a cover fits over the opening flush with the top of the desk. The Wassell Organization, Dept. CUB, Westport, Conn. (Key No. 623)

Portable Popcorn Stand

Outdoor sports and other school events as well as those held indoors can be served by the new portable popcorn stand with an electric heating unit. It is designed with ample storage space for boxes, seasoning, popped and unpopped corn. Ball bearing wheels with semi-pneumatic tires and the light, sturdy, all-aluminum construction make the stand easily mobile for transportation to any part of the building or field desired. The machine is furnished complete with 12 quart popper and is also available with a gasoline heating unit. Concession Supply Co., Dept. CUB, 3916 Secor Rd., Toledo 13, Ohio. (Key No. 624)

Electron Microscope



The development of a greatly simplified table or bench model of the electron microscope, only 30 inches high, and designed to sell at about one-third the price of the RCA Universal Model Electron Microscope, makes the benefits of electron microscopy available to most colleges, hospitals and even to high schools. The fact that the lower end of the magnification range of the new instrument overlaps that of the conventional light or optical microscope permits the student to progress by stages from the known to the unknown.

Of revolutionary design, and employing for the first time permanent magnet lenses requiring no stabilization circuits and controls, the new RCA Permanent Magnet Electron Microscope will provide useful magnifications up to 50,000 diameters by photographic enlargement, with direct magnification in the instrument ranging up to 6000 diameters. Marked simplicity and unusual stability are achieved without sacrifice of quality performance by means of a combination of design factors centering on a new electron optical system employing permanent magnet lenses. With no more than an hour of instruction, it is stated, an operator generally familiar with the optical microscope should be able to insert specimens and produce well-focused pictures. RCA Victor Division, Radio Corporation of America, Dept. CUB, Camden 2, N. J. (Key No. 625)

Locked Cover Files

Confidential records can be protected with the new removable, key-locked covers recently introduced for the small, hand-operated desk-type Rotary Record Files as effectively as in the large, electrically operated floor models. The new covers are small enough to be placed in a desk drawer when removed from the files. When locked, the covers cannot be removed and the file cannot be rotated. Herring-Hall-Marvin Safe Co., Dept. CUB, Hamilton, Ohio. (Key No. 626)

Single Disc Floor Machine



A single disc floor machine designed especially for small areas is now available. Called the Lincoln Cadet, the machine is available in two models, one with plain handle designed for use primarily as a floor polisher, and the other a rug and carpet scrubber equipped with a shampoo dispensing tank on the handle and necessary piping that directs the flow of solution through the rotating brush. It can, of course, be used also to scrub floors.

The new unit is economical in price while offering continuous duty motor, double helical reduction gear unit, adjustable handle, non-marking rubber bumpers and self-retracting wheels. The Cadet has a 10 inch brush spread, easily interchangeable accessories for floor polishing, rug scrubbing, steel wooling and light sanding and is easy to use. Lincoln-Schlueter Floor Machinery Co., Dept. CUB, 1250 W. Van Buren St., Chicago 7. (Key No. 627)

Stain Remover

Cup discoloration due to tea or coffee can now be reduced to a minimum with the use of "K.I.K.," a new oxygenated stain removing agent. Used in a hot water solution, "K.I.K." restores the natural color of dishes without injuring surfaces or imparting an odor and is said to be especially effective with plastic ware. The effectiveness of the product is said to be due to its combination of a bleach with a wetting agent. It is available in 5 and 10 pound cannisters and in 25, 50 and 100 pound fiber drums. Manufactured by Maid-Easy Cleansing Products Corp., "K.I.K." is distributed exclusively through Parker D. Perry, Inc., Dept. CUB, 729 Boylston St., Boston 16, Mass. (Key No. 628)

Tower Bell System

A new tower bell and music system has been introduced which employs simplified, inexpensive equipment. Known as the Monobell, it is compact, quickly and easily installed, rugged and dependable in operation. The electronic system can be used as a warning or signaling

device in emergencies and, with the addition of a microphone, as a public address system. The Monobell produces a deep tone without the use of a cast bell. It is operated by means of a special button or key installed in the amplifier. It can be made to sound as either a swinging or a stationary bell.

The Model 511 Monobell will sound from a tower or roof over a diameter area of from $\frac{1}{2}$ to 1 mile or more. Model 521 covers approximately $\frac{3}{4}$ to $1\frac{1}{2}$ miles, conservatively. The system also includes a built-in record player which makes possible the playing of all standard 78 rpm records from the tower. Maas Organ Co., Dept. CUB, 3015 Casitas Ave., Los Angeles 39, Calif. (Key No. 629)

Plastic Cup Dispenser

Paper cups can be easily dispensed with the new Lily 957PTH Dispenser. Made of smooth white molded Polystyrene plastic, the dispenser is fastened to the wall in a horizontal position and holds up to eight Lily No. 957 paper cups, each having the same capacity as a standard glass tumbler.

The new dispenser is simply cleaned



and easily serviced. Screws for mounting on wood and a capsule of carbon tetrachloride to use with Girder Process adhesive pads for tile installation are supplied with the dispenser. It should be especially advantageous in instructors' rest rooms, locker rooms, offices and in similar locations. Lily-Tulip Cup Corp., Dept. CUB, 122 E. 42nd St., New York 17. (Key No. 630)

Gas-Charged Extinguisher

Maintenance is reduced on the new cartridge-operated water type fire extinguishers which have stainless steel shells. The carbon dioxide pressure cartridge need be replaced and the water replenished only if the extinguisher is discharged and the satin finish of the stainless steel exterior need only be dusted to retain its modern, attractive appearance. The extinguisher is light in weight, easily handled and operated and produces a steady 40 foot stream of water when discharged. The new plastic, transparent nozzle is tough and resists mistreatment. Pyrene Mfg. Co., Dept. CUB, 560 Belmont Ave., Newark 8, N. J. (Key No. 631)

Acoustical Tile

Owens-Corning Fiberglas Corporation has announced the addition of two new natural-beveled acoustical tile to its line of acoustical materials. Known as natural-beveled Fiberglas Textured Acoustical Tile and natural-beveled Fiberglas Perforated Acoustical Tile, the products are incombustible, are easy to clean and maintain, light in weight, dimensionally stable, will not warp or buckle and have high thermal insulating efficiency. The tile can be installed with adhesive, by clipping or adhering to wood furring strips or by a mechanical application to suspended construction. The tile has noise reduction coefficients ranging up to 85 per cent, depending on the method of installing, according to the manufacturer. Owens-Corning Fiberglas Corp., Dept. CUB, Toledo 1, Ohio. (Key No. 632)

Magnetic Tape Recorder

A new high-fidelity magnetic tape recorder having a range of 15,000 cycles on half-track tape recorded at $7\frac{1}{2}$ inch per second tape speed has recently been introduced. Simultaneous erase, record and playback are provided in the new Model 400 which can record over two hours of program material on a single 10 inch standard reel. The machine is designed to provide high quality recordings with substantial savings in tape requirements.

Model 400 features simplicity of operation and is available in a single portable case. The same machine is available in a console cabinet and for standard rack mounting. Fifteen inch per second tape speed can be achieved by simply turning a switch. Other features of the new model include three magnetic heads shielded in a single housing, a built-in VU meter and a single control switch



for fast forward, fast rewind and record. Ampex Electric Corp., Dept. CUB, San Carlos, Calif. (Key No. 633)

Steel Desks and Tables

The new 5000 series of desks and tables has many new and improved features. The new low desk height of 29 inches makes for greater comfort. The Sight Saving desk top developed by lighting authorities is of linoleum in a mist green. The center drawer and sliding trays are not a part of the movable pedestal but are built into the deep roll of the top, thus affording more vertical knee space. The sliding trays have a lift out pan which is reversible, providing a smooth writing surface or a tray for storage. The new locking mechanism permits individual locking of center drawer or general locking of all drawers. Desk pedestals are interchangeable left or right and size of drawers may be varied as to position in each pedestal. **Berger Mfg. Div., Republic Steel Corp., Dept. CUB, Canton, Ohio. (Key No. 634)**

Glassware Marker

A new tungsten carbide pencil for marking glassware permanently is now available. Only slightly below the diamond on the hardness scale, tungsten carbide is less expensive and comes to a definite point. The point is permanently mounted in a knurled steel pencil shaft and is protected by a cap for carrying in the pocket. The pencil can be used for a variety of laboratory chores including marking and scoring. **Fisher Scientific Co., Dept. CUB, 717 Forbes St., Pittsburgh 19, Pa. (Key No. 635)**

Ampro Converter

The Ampro "Premier-20" 16 mm. sound projector can be readily converted into an efficient 750/1000 watt slide projector with a new, low cost unit recently introduced. The attachment permits projection of clear 2 by 2 inch slides



for large or small audiences. It fits over the lamp housing of the movie projector, has a separate tilt platform for instant

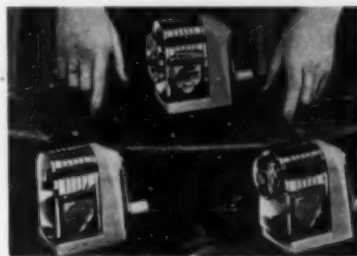
adjustments and comes complete with slide carrier and lens. **Ampro Corporation, Dept. CUB, 2835 N. Western Ave., Chicago 18. (Key No. 636)**

Incandescent Luminaire

"Sno-Flake" is the name given to the new indirect incandescent luminaire recently introduced by Curtis Lighting. It is a decorative and efficient unit with wide application which utilizes either the 300 or 500 watt silvered bowl lamp. The one-piece die-cast aluminum louver is finished in baked white Fluracite and requires a minimum of maintenance. It has an attractive geometric pattern and is open at the top and bottom. **Curtis Lighting, Inc., Dept. CUB, 6135 W. 65th St., Chicago 38. (Key No. 637)**

Deluxe Sharpeners

Styling, features and construction are new in the three DeLuxe Model Pencil Sharpeners recently introduced. The Premier DeLuxe, Giant DeLuxe and Chicago DeLuxe are new models with modern base styling in iridescent finish. The large capacity shavings receptacles

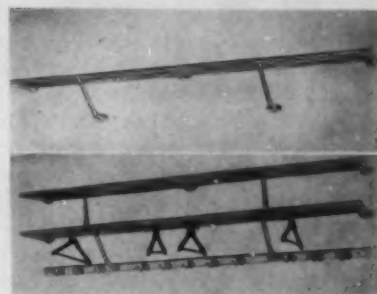


on all models have new Locktite construction which holds the receptacle in place for either upright or wall attachment. The Apsco cutter heads and cutters are precision made, case-hardened and specially milled to sharpen points indefinitely. **Automatic Pencil Sharpener Co., Dept. CUB, 1801 Eighteenth Ave., Rockford, Ill. (Key No. 638)**

Speedy Binder

A quick, easy, economical way to keep paper covered pamphlets from being mutilated is offered in the new Speedy Binder. It consists of smooth finish, light green, durable Pressboard covers with dark green binding cloth covering a hinge strip made of a special material for easy stapling. The pamphlet is placed between the binder covers and stapled. Thus it is ready for immediate use and is protected during repeated handling. The Speedy Binders are supplied in all standard sizes and will hold pamphlets up to 3/8 inch in thickness. **Gaylord Bros., Inc., Dept. CUB, Syracuse 1, N.Y. (Key No. 639)**

Aluminum Coat and Hat Racks



Coat and Hat Racks of non-peeling aluminite finish aluminum are now available for use in classrooms, coat-rooms, wardrobes and closets. They are designed for wall installation and are available in any desired lengths, 12 inches deep. The racks are light in weight but strong and durable. They are designed to accept hangers on any of the cross pieces, can be supplied in one or two shelf styles and provide ample room for hats, books and other accessories. **A. R. Nelson Co., Inc., Dept. CUB, 210 E. 40th St., New York 16. (Key No. 640)**

Firedoor

Kaylo insulation, a lightweight inorganic material, is used in the new fire-door which carries a one-hour fire rating from Underwriters' Laboratories. The new door is finished in handsome veneer so that it is attractive as well as functional. In the fire tests, the door formed an effective barrier against fire and smoke without becoming unduly heated on the "cold" side. Use of Kaylo insulation as the core material permits the manufacture of a standard sized fire-door which weighs only 90 pounds. The wood veneer bonded to the core does not shrink or swell and is resistant to moisture, rot and termites. **Owens-Illinois Glass Co., Dept. CUB, Toledo 1, Ohio. (Key No. 641)**

Specialty Lights

The new DMP-1 Pedestal Marine-Type Light is an adaptation of the streamlined Cannon Pathfinder head with a new short base for use on outdoor posts or indoors on pedestals, walls or ceilings as night light or signal light. The housing is aluminum with aluminum paint finish or zinc chrome plated with a 10 watt lamp or in 3, 6, or 15 candlepower lamps low voltage in five color combinations in the plastic prism lens. The Utility Lights are available in 115 volt with 6 watt lamps and low voltage in 3 candlepower lamps in a choice of red, green, blue, amber or crystal plastic prism lens. **Cannon Electric, Dept. CUB, 3209 Humboldt St., Los Angeles 31, Calif. (Key No. 642)**

Product Literature

- A new means for high-speed, low-cost production of printed lists, catalogs, directories and similar material has been developed by Remington Rand Inc., 315 Fourth Ave., New York 10. Called **Flexoprint**, the new system is described in a 24 page booklet giving full information on how it works—from the first step of typing cards through the final production of the list. All copy can be set by regular typists with the new method and lists may be maintained as a daily, routine operation, ready for publication at any time. One section of the booklet, KD-499, is devoted to answering nine of the questions most frequently asked about Flexoprint. (Key No. 643)

- The complete line of **Mills Compressors and Condensing Units** is illustrated and described in a revised 60 page Catalog 204-1 released by Mills Industries, Inc., 4100 Fullerton Ave., Chicago 39. Charts, drawings, illustrations and descriptive text on air-cooled $\frac{1}{4}$ to 3 h.p., water-cooled $\frac{1}{2}$ to 10 h.p. and combination air and water-cooled $\frac{1}{2}$ to 3 h.p. units are presented to assist in the proper selection of units for cooling, refrigeration and air-conditioning. (Key No. 644)

- "Getting the Right Job" is the title of a booklet published by The Glidden Co., 1396 Union Commerce Bldg., Cleveland 14, Ohio, and designed for recent college and high school graduates. The 16 page booklet was prepared by John H. Weeks, director of personnel relations, who points out in the introduction that getting the right job is about 90 per cent preparation and 10 per cent presentation. Special sections discuss procedures in choosing the proper field, preparing data sheets of qualifications and background, locating possible employers, preparing for personal interviews, completing company application forms and keeping job opportunities alive. The booklet is being distributed to high school and college libraries and copies are available from The Glidden Co. without charge. (Key No. 645)

- Precision instrumentation for nuclear measurements is the subject of the new **Catalog "K"** recently issued by Nuclear Instrument & Chemical Corp., 223 W. Erie St., Chicago 10. This 40 page booklet gives detailed information on and illustrates many new instruments as well as those standard in the line offered by the company. (Key No. 646)

- A new 16 mm. sound motion picture entitled "Scientific Floor Sealing" is available from Huntington Laboratories, Inc., Huntington, Ind. It is offered on a loan basis, at no cost, to maintenance staffs and describes and illustrates step-by-step scientific methods for sealing and caring for wood floors. (Key No. 647)

- A complete new file of **data and specifications** on the preparation, finishing and maintenance of every type of floor has been prepared by the American Floor Surfacing Machine Co., 518 S. St. Clair St., Toledo 4, Ohio. In loose-leaf form, the file discusses the complete range of floor types and presents the information in five principal sections: preparation, maintenance, selection of finish, data chart and specification sheets. The 3 foot data chart summarizes the whole subject of floor finishing and maintenance. (Key No. 648)

- Reference data on Marlite plastic-finished wall panels, together with color reproductions of the new wood and marble Marlite patterns, are given in a **Color Folder** released by Marsh Wall Products, Inc., Dover, Ohio. Those planning to install a new interior or to remodel with plastic-finished wall panels will find this handy guide most helpful. Typical Marlite installations are shown in the folder together with information on various panel sizes. (Key No. 649)

- "School Buildings Your Tax Dollars Can Afford" is the title of a bulletin issued by Timber Engineering Co., 1319 Eighteenth St., N.W., Washington 6, D.C. The result of eight months of careful study and fact gathering, the bulletin discusses one-story schools of wood frame construction, stressing the advantages of low cost, safety, functional efficiency, flexibility of architectural design, easy mobility of classes, durability, fire-earthquake-wind resistance and other essential factors. A factual and pictorial presentation of the safe and adequate housing of school children, the bulletin has been prepared for school planners, architects, builders and taxpayers. The information is presented in non-technical style and is illustrated with photographs and charts. (Key No. 650)

- Why not plant a redwood tree on your college grounds? The Rare Plant Club, 208 McAllister Ave., Kentfield, Calif., has published a booklet on the subject entitled "You Too Can Grow a Redwood Tree!" The booklet sells for 50 cents a copy and is designed to further the growing of these trees throughout the nation. It contains all basic information on how this can be done. (Key No. 651)

- Detailed information on the "Tornado 6000 Series All-Purpose Floor Machines" is given in a leaflet on the subject recently released by Breuer Electric Mfg. Co., 5124 N. Ravenswood Ave., Chicago 40. The machines described are designed for use for small, medium and large floor areas and have quick-change snap-on brush bristles. Detailed information on the machines and accessories are included. (Key No. 652)

- Full color illustrations show the new line of **Frigidaire Reach-In Refrigerators** for institutional use in the new booklet recently released by the Frigidaire Division, General Motors Corp., Dayton 1, Ohio. The new line was designed by Raymond Loewy, industrial designer, to harmonize with modern interiors. The many features, including large capacity, easy access to all parts of the interior, structural qualities and utility, are discussed and illustrated. (Key 653)

- Detailed information on **Meyer Steel-forms**, used in reinforced concrete construction, is given in **Bulletin No. 4001C** recently released by Ceco Steel Products Corp., 5601 W. 26th St., Chicago 50. Specifications and diagrammatic drawings supplement the descriptive information and illustrations of the product. (Key No. 654)

- Uniform portions of foods in desired weights and sizes can be prepared with the **Automatic Food Shaping Machine** described in a folder recently published by the Automatic Food Shaping Co., Inc., 58 New St., New York 4. Designed to help make food budgets go farther, the food shaping machines pictured in the folder can be used with many types of foods, especially meat and fish; operate automatically at various speeds, depending upon the type of machine; regulate the weight of each portion, and are built to conform to sanitary health standards. The folder gives detailed information on the various models. (Key No. 655)

Suppliers' News

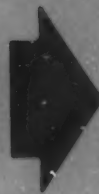
American Desk Mfg. Co., Temple, Tex., manufacturer of school, theater and church furniture, announces the opening of its new plant and office building. The new factory was designed to fill the need for larger and better quarters.

The National Radiator Co., Johnstown, Pa., manufacturer of boilers, radiators, convectors, baseboard radiation and heating accessories, announces the opening of a new Pacific branch sales office at 681 Market St., San Francisco, Calif., to serve the West Coast area. The new office will be in charge of **Robert E. Daly**.

Irving S. Grombacher, 47, President of **Royal Metal Mfg. Co.**, 175 N. Michigan Ave., Chicago 1, and prominent in the field of metal furniture manufacture, died August 2 after a brief illness.

The Superior Electric Co., Bristol, Conn., manufacturer of Powerstat variable transformers, voltage regulators and light dimming equipment, announces the opening of a new office at 1940 E. 6th St., Cleveland, Ohio, which will be headed by **Harold W. Lorenson**.

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663 673 683 693 703 713 723
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665 675 685 695 705 715 725

NAME

TITLE

INSTITUTION

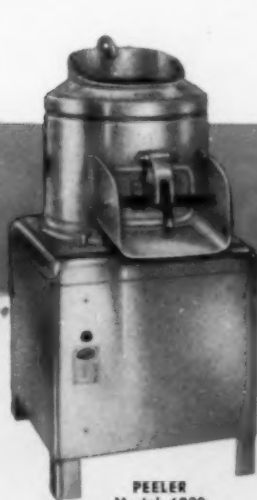
PERFECT SET-UP !

Get set for Better Servings at Bigger Savings—
Get **HOBART** !

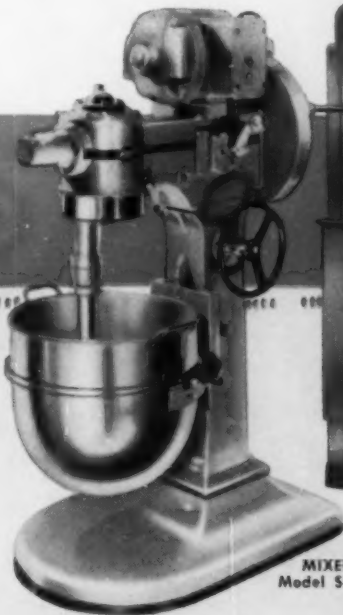
HERE'S THE PERFECT SET-UP for cost-conscious kitchen managers—a full installation of Hobart food, kitchen and bakery machines. They're what you need to *keep costs per serving down, hold preparation time to a minimum, improve food flavor, quality and appeal.* They'll speed up service and increase output—help you handle all your kitchen tasks quickly, efficiently and economically.

You'll like Hobart's operation economy, too. Hobart's full line offers the industry's *greatest*

choice of models and sizes for every application. You save by matching machine power and capacity to your own particular requirements—by consolidating planning, purchasing and servicing. And remember: All Hobart machines are clean in design and clean in performance. All are backed by the famous Hobart trademark and by "one-call" Hobart service. Check with your local representative. He'll give you details on the entire Hobart line.



PEELER
Model 6230



MIXER
Model S-601



DISHWASHER
Model AM-7



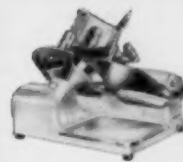
TENDERIZER—Model 400



MEAT SAW—Model 5213



FOOD CUTTER—Model 84141



Angle Feed
SLICER—Model 1512

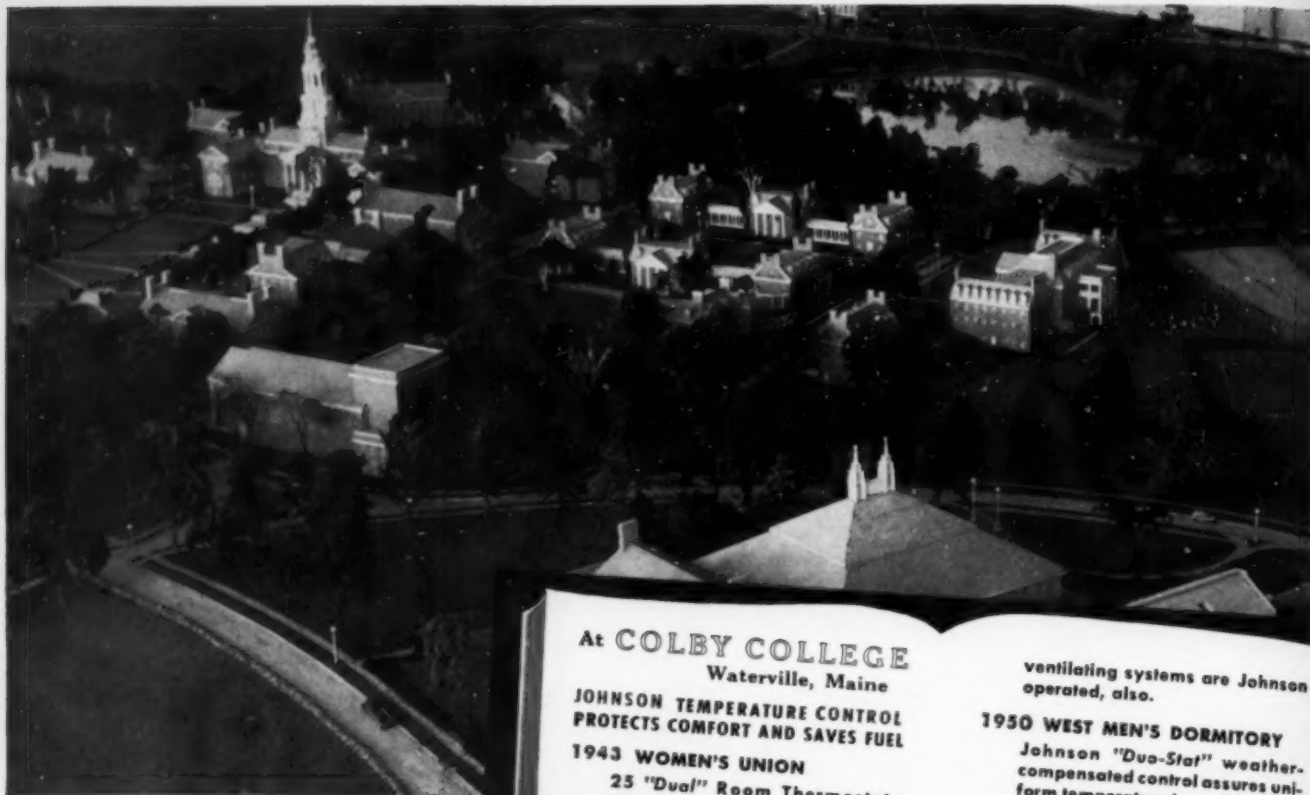


MIXER—Model A-200



Hobart Food Machines

THE HOBART MANUFACTURING COMPANY • TROY, OHIO
The World's Largest Manufacturer of Food and Kitchen Machines



MILLER LIBRARY

At COLBY COLLEGE Waterville, Maine

JOHNSON TEMPERATURE CONTROL
PROTECTS COMFORT AND SAVES FUEL

1943 WOMEN'S UNION

25 "Dual" Room Thermostats
operate 58 Radiator Valves.

1947 MILLER LIBRARY

83 "Dual" Room Thermostats
control 209 Radiator Valves.

1947 LATIMER CHAPEL

9 "Dual" Room Thermostats
command 33 Radiator Valves.

1947 ROBERTS UNION

63 "Dual" Room Thermostats
control 130 Radiator Valves. The

ventilating systems are Johnson
operated, also.

1950 WEST MEN'S DORMITORY

Johnson "Dual-Stat" weather-
compensated control assures uni-
form temperature in each heating
zone.

1950 EAST MEN'S DORMITORY

Johnson weather-compensated
"Dual-Stat" zone control is at work
as in the West Dormitory.

1950 KEYES SCIENCE BUILDING

50 "Dual" Room Thermostats
operate 63 Radiator Valves and
Johnson apparatus also com-
mands Unit Heaters and labora-
tory ventilating systems.

ENGINEERING JOBS WELL DONE *stand the test of time*

Many such chapters can be taken from Johnson's long history. Again and again, large institutions continue to entrust their problems on temperature control to Johnson... because with each assignment, Johnson engineers take pride in making it a "job well done."

Johnson, a nation-wide organization, offers complete cooperation backed by years of experience in planning, designing, manufacturing and installing the entire temperature control system. This overall service is Johnson's assurance of superior automatic temperature control to fit each building and its varying uses. Such a temperature

control system pays for itself many times in added comfort as well as in maintenance and fuel economies.

Regardless of the size of the temperature control problems, talk them over with a nearby Johnson engineer. Investigate the money-saving flexibility of Johnson "Dual" Thermostats, as installed in several of the buildings at Colby College, where certain rooms are used at hours when the entire building need not be heated. A consultation with a Johnson engineer does not obligate you. JOHNSON SERVICE COMPANY, Milwaukee 2, Wisconsin. Direct Branch Offices in All Principal Cities.

Colby College buildings listed above were constructed under the direction of: Jens Frederic Larson, New York, architect; Thomas Tash, Hanover, N. H., mechanical engineer; V. J. Kenneally Company, Boston, heating contractor for all except Miller Library and Latimer Chapel, for which M. J. Flaherty Company, Boston, was the heating contractor.

JOHNSON *Automatic Temperature and Air Conditioning* CONTROL

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